

2025
Do More Good
Report

The Science of Possible

Our Sustainability Progress

iff



Welcome to IFF, where science & heart, data & creativity, determination & empathy and vision & commitment come together to drive sustainability.

The convergence of these ideals helps us reimagine what's possible to advance wellness, delight the senses and elevate the human experience—creating products that are not only more sustainable but are also good for business.

In the pages ahead, you'll see how we are creating better products and experiences for people and planet through our conscious selection of ingredients, unique approach to intentional innovation, partnerships of co-creation and commitment to delivering measurable results on climate action, water conservation and waste reduction.

While our actions and decisions are science-based and driven by customer and consumer needs, our motivation comes from within.

That's the science of possible.

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Message from our CEO

What becomes possible when innovation, nature and purpose converge? At IFF, we believe that by pushing the boundaries of what's possible through science—guided by creativity and grounded in responsibility—we can unlock solutions that create joy, health and sustainability for people and planet.

Over the past two years, we have taken deliberate actions to focus our portfolio, enhance operational discipline and position the Company for long-term, sustainable growth. At the end of 2025, with the announcement of our intent to divest our Food Ingredients business, we signaled yet another decisive step to streamline operations, strengthen our balance sheet and solidify our foundation. Following the divestiture, more than half of our portfolio will be based on natural ingredients across Taste, Scent and Health & Biosciences—each rooted in science, creativity and advanced research and development capabilities.

Our increasingly nature-based portfolio reinforces the central role of sustainability and positions our innovation at the intersection of biology and chemistry. It also sharpens our focus on what we do best: delivering high-value innovation expertise that enhances our customers' products and creates meaningful differentiation for consumers.

Emphasizing Nature-Inspired R&D

R&D is at the core of IFF. In 2025, we invested \$694 million in R&D—around 6% of revenue—to advance science-led, sustainability-focused innovation.

We also introduced a new end-to-end business unit-led operating model that reorganized many of our shared

functions. By integrating operations, production, commercial and R&D teams under business leadership, we are strengthening accountability, enhancing customer alignment and accelerating decision-making.

This model also ensures innovation is directly connected to market needs. Business Unit leaders can better align R&D priorities with evolving consumer preferences, regional dynamics and sustainability expectations shaped by digital and lifestyle trends.

As a result, IFF's innovation pipeline is more targeted, agile and relevant—improving performance, reducing costs and enhancing sustainability profiles. In Scent, for example, ENVIROCAP™ represents a breakthrough in fragrance delivery for fabric care, combining performance with improved environmental characteristics through a biodegradable biopolymer system.

Consciously Sourcing & Intentionally Innovating at Origin

At IFF, sustainability shapes both what we create and how we create it. Despite external challenges—from supply chain complexities to shifting trade dynamics—we are moving forward with focus and discipline.



Erik Fyrwald
Chief Executive Officer

In 2025, we expanded our global network of innovation and research centers to support traceability, responsible sourcing and co-creation with customers. For example:

In Madagascar, we initiated a new Vanilla Innovation Center, complementing our Sustainable Vanilla Program while supporting quality, supply resilience and farmer livelihoods.

In Florida, we partnered with Florida Polytechnic University to launch our Citrus Innovation Center, advancing botanical research and collaboration in a key citrus region.

In Brazil, through our partnership with Reservas Votorantim, we established our first forest-based research lab to unlock sustainable fragrance innovation while helping preserve biodiversity.



At IFF's Citrus Innovation Center in Lakeland, Florida, Erik Fyrwald connects directly with one source of IFF's innovation: living plants that power flavors and fragrances around the world. At IFF, sustainability isn't separate from innovation, but essential to how natural ingredients are studied, transformed and brought to life.

Together, these investments reflect our commitment to consciously sourcing and innovating at origin—linking scientific discovery with environmental stewardship and community impact.

Operating for the Future: Values in Action

Our BU-led transformation is also strengthening how we perform—ensuring IFF's culture, responsibility and performance advance together in line with our core values. Together, we are Partners, Passionate, Persistent and Principled.

In 2025, our employee engagement index reached 77%, reflecting a more connected, empowered workforce. For the third consecutive year, 100% of our employees completed training aligned with our Code of Conduct, reinforcing our commitment to ethical operations. We continue to drive impact through our products. Many of our solutions deliver environmental benefits during the use phase, enabling customers to reduce their operational footprints.

Through our avoided emissions methodology, we estimate that in 2025, IFF innovations enabled customers and consumers to avoid approximately 27.2 million metric tons of CO₂e emissions—about 19.2 times more than our own manufacturing operations.

This underscores our broader role across the value chain: helping customers reach their sustainability goals while jointly catalyzing global climate progress.

Partnerships of Impact: Scaling Sustainable Innovation

Collaboration remains essential to scaling innovation. In 2025, we marked a significant milestone: a strategic partnership to expand our Designed Enzymatic Biomaterials™ (DEB) platform.

This initiative combines expertise in biotechnology, protein engineering and chemistry to accelerate the development of next-generation enzyme and polymer technologies. Through DEB, we can create tailored polysaccharides from simple sugars, unlocking new possibilities for sustainable, high-performance materials across home care, personal care and industrial applications.

By combining expertise and accelerating scale-up, we are expanding access to innovative, effective and sustainable materials—demonstrating the power of partnership to drive transformation.

Looking Ahead

As we move forward, we remain confident in the strength of our strategy, investments and momentum. Progress across our sustainability pillars—Conscious Sourcing, Intentional Innovation, Operating for the Future and Partnerships of Impact—reflects our belief that science, creativity and heart can transform industries and improve lives.

Join us on this nature-inspired journey as we Innovate For the Future and create what's next together.

J. Erik Fyrwald
Chief Executive Officer

Meet our Leadership

Our Executive Leadership Team (ELT) guides IFF's capacity to create value in the form of superior flavor, fragrance, ingredient and bioscience solutions that are rooted in science, inspired by nature and perfected with expertise and passion. The ELT comprises the Company's most senior leaders. As the highest approval body before the Board of Directors, they manage IFF's day-to-day business risks, lead our risk management process and address the Company's strategic, operational and financial matters.



Vic Verma
EVP, Chief
Information
Officer

Steve Landsman
EVP, General
Counsel

**Ana Paula
Mendonça**
President, Scent

Leticia Gonçalves
President,
Health &
Biosciences

Michael DeVeau
EVP, Chief
Financial Officer

J. Erik Fyrwald
Chief Executive
Officer

Andy Muller
President,
Food Ingredients

Yuvraj Arora
President, Taste and
Chief Commercial
Officer

Deborah Borg
EVP, Chief People
& Culture Officer

Ralf Finzel
EVP, Global
Operations
Officer

IFF at a Glance

We are a leading creator and manufacturer of products for application in food, beverage, health & biosciences and scent, as well as complementary adjacent products including natural health ingredients, all of which are used in a wide variety of consumer and end-use products.

Our Purpose
Making joy through science, creativity and heart

Business Units



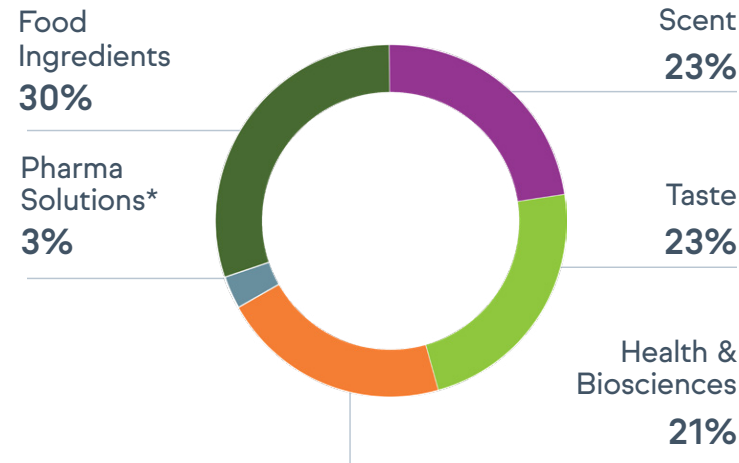
Strategic Pillars



Core Values



2025 Sales by Business



* In 2025, we were organized into five reportable operating segments: Taste, Food Ingredients, Health & Biosciences, Scent and, until its divestiture in May 2025, Pharma Solutions.

** Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com.

† Defined as cash flow from operations less capital expenditures.

\$10.9B

Net sales

\$256M^{*}**

Free cash flow

~20K

Customers

21.5K

Total employees in ~65 countries

~170

Sites (Creation, Application and Manufacturing)

\$2.1B

Adjusted operating EBITDA^{**}

\$694K

R&D investment

>175

Countries shipped to

~3K

R&D employees

+800

Granted US patents

Our Sustainability Approach

Our commitment to Do More Good for people and planet is rooted in our company purpose, strategic pillars and core values ([see page 7](#)). We take on our customers' priorities as our own—delivering relevant, impactful expertise, now and in the future.

In 2025, we initiated a strategy refresh to communicate the value that sustainability brings to our stakeholders. It captures the essence of our business across the following dimensions: Conscious Sourcing, Intentional Innovation and Operating for the Future, plus Partnerships of Impact, a cross-cutting pillar that drives sustainable growth.

Our refreshed strategy emphasizes a focused set of corporate-level sustainability goals while providing greater flexibility for our business units to respond to customer specific needs and opportunities. Together, we ensure responsible and resilient supply chains, innovation that delivers measurable customer and societal value, and efficient and future-ready operations.

What

Conscious Sourcing



We select suppliers with intention, building sustainability and traceability into the supply chain and the communities where we source ingredients.

How

Build resilient supply chains by embedding human rights and environmental due diligence in sourcing practices across suppliers, materials and services.

Why

Partnerships of Impact

Intentional Innovation



We believe that business decisions and the well-being of people and planet go hand-in-hand. That's why we strive for our innovations to have a sustainability value proposition.

Leverage our innovation capability to deliver differentiated solutions that enable our customers to create value for their consumers and to achieve their sustainability goals.

Operating for the Future



With our sights set on reducing risk and driving measurable results, we're going beyond product development, setting goals around science-based climate action, water use and waste reduction in our own operations.

Reduce absolute GHGs below 2021 levels (Scope 1 & 2 by 50% and Scope 3 by 30%) and reach 100% renewable electricity by 2030.

Verify zero waste to landfill for major manufacturing facilities and champion water stewardship.

Progress net zero Scope 1 & 2 GHGs by 2050.

Partnership is foundational to everything we do. Our success is built on decades of hands-on collaboration and expertise, through which we bring sustainable possibilities to processes and creations.



2025 Highlights

Since the release of our first sustainability report in 2010, we have steadily built a strong leadership foundation. We're pleased to be recognized for our performance through key rankings and awards by multiple external organizations.



Included in the **S&P Global Sustainability Yearbook 2026** (based on our inclusion on the Dow Jones Best-in-Class Indices, North America, for the sixth consecutive year).



Named to **CDP's Supplier Engagement Leaderboard** for the fifth time in six years for taking action to measure and reduce climate risk across our value chain.



Awarded the **2025 EcoVadis Gold** sustainability rating, placing IFF among the top 5% of companies assessed.



Ranked 62 out of 600 companies—and 2nd of 56 companies in the Materials & Chemicals industry—on Newsweek's list of **America's Most Responsible Companies 2025**, presented in collaboration with Statista.



Ranked 16th—and 4th out of 17 in the Materials industry—on the **100 Best Corporate Citizens of 2025** by 3BL, a leading sustainability communications partner.



One of 500 companies listed on USA TODAY's list of **America's Climate Leaders 2025**, our second inclusion since the list was inaugurated in 2023.



Named to **CDP's A List for climate change** for the tenth time since 2015.



Ranked 7th in Equileap's **Top 100 Companies** globally for gender equality in 2026.

Sustainable Solutions

PART 1

This section shares stories of how we champion sustainability to fulfill our purpose of making joy through science, creativity and heart. It's structured into four areas that exemplify how we provide relevant, impactful solutions with and for our stakeholders.





- Conscious Sourcing 
- Intentional Innovation 
- Operating for the Future 
- Partnerships of Impact 

Photo credit: Reservas Votorantim

Conscious Sourcing

Trust in the integrity of our business

We're committed to environmentally and socially responsible sourcing that supports the communities and ecosystems across our value chain. That means selecting suppliers with intention, protecting human rights and biodiversity, and expanding traceability from source to finished product.



70&12

natural ingredients certified For Life and Fair for Life by Ecocert, respectively, supporting conservation and improving farmer livelihoods



~20K

raw materials sourced from ~4,200 vendor corporations in ~85 countries

From Field to Circular Value: Rosemary's Role in IFF's Bioeconomy Innovation

We begin by sourcing rosemary through long-term supplier relationships that promote traceability, responsible agricultural practices, and improved livelihoods.

In practice, this looks like supporting local communities through partnerships with farmers under long-term contracts, securing revenue and fostering sustainable development. We select rosemary varieties with high active ingredient levels to optimize resource use, and we co-locate extraction sites

near plantations to reduce transportation-related emissions. During processing, we apply circular economy principles by valorizing plant-based side streams. Upcycling reduces waste, optimizes natural resource use by transforming by-products into high-value ingredients,

aligns with consumer sustainability priorities, and reinforces IFF's leading role in innovation and circular economy practices.



“We see rosemary extracts as a great symbol of nature-driven innovation, showcasing how plant-based science can meet modern industry needs. As we look ahead, we’re excited to continue discovering new applications for rosemary’s unique preservative and aromatic properties, while also championing its role in reducing food and beverage loss and waste in the supply chain through circular economy principles.”

Keshav Krishnamani,
Global Product Line Manager,
Food Protection, Food Ingredients



READ THE FULL STORY 



Vanilla in Full Bloom: The Story Behind IFF's Sustainable Vanilla Program

Vanilla is primarily cultivated in Madagascar, where various challenges make the supply chain fragile. IFF's Sustainable Vanilla Program (SVP) aims to build local capacity, enhance data transparency and support environmental regeneration.

The SVP is designed to secure a long-term, high-quality supply of responsibly sourced vanilla while strengthening farming communities and protecting biodiversity. The program focuses on improving productivity and resilience

for farmers through training in good agricultural practices, income diversification and community-based programs. Working with internationally recognized partners, including the Union for Ethical BioTrade (UEBT), IFF launched Phase 2 of

the program at the end of 2024 to run through 2027. The expanded scope of this second phase supports approximately 1,500 vanilla cooperative members and their families (~5,700 direct and indirect beneficiaries) in Madagascar.



READ THE FULL STORY 



MEET THE EXPERT



“ Since joining the cooperative, I've learned new skills that truly support my family. Whether it's training in farming, poultry raising or sewing, I can improve our land, earn additional income and reduce my expenses. Being part of this group also helps me manage our finances, and the cooperative gives us better prices for our vanilla. These opportunities give me confidence that my children and I can build a more stable, brighter future.”

Ms. Razafinosy Payette,
Vanilla producer

Intentional Innovation

Gain a sustainable advantage

We develop solutions that help drive business value and support the well-being of people and planet. By creatively applying our scientific strength and expertise, we elevate our customers' experience and empower them to reach their sustainability goals.

50+

research, creative & application centers

8K+

total patents granted and pending applications

ENVIROCAP™: How IFF is Redefining Fragrance Delivery

MEET THE EXPERT



IFF's ENVIROCAP™ technology sets a new benchmark in sustainable scent delivery, combining long-lasting fragrance performance with biodegradable, compliant and future-ready design for fabric care applications.

ENVIROCAP™ is IFF's next-generation scent delivery technology designed to meet rising expectations for sustainability, compliance and performance in fabric care.

Built around a proprietary, nature-inspired biopolymer, ENVIROCAP™ is compliant with globally emerging regulations on microplastics, including being fully REACH compliant, biodegradable and vegan suitable.

This innovation advances responsible fragrance delivery by incorporating biodegradable materials while maintaining sensory excellence and cost efficiency, directly addressing consumer and brand demand for responsible, high-performing solutions. ENVIROCAP™ also unlocks perfumers' broad creative freedom across IFF's fragrance palette, enabling scent designs that enhance freshness and emotional impact throughout the laundry journey—driving both innovation and sustainability in everyday care.

“ENVIROCAP™ is a prime example of years of cross-functional collaboration that enabled us to solve a fundamental paradox: designing polymers stable enough for shelf life yet engineered to biodegrade after use. I'm proud to have been part of the team delivering this REACH-compliant solution to consumers.”

Min Zhao,
Senior Lead Scientist, Scent



READ THE NEWS



Distillers Corn Oil: Unlocking Value Across the Ethanol Production System

Ethanol producers may be underestimating the value of distillers corn oil (DCO). Unlocking more from every bushel can improve plant economics, strengthen carbon performance, and reveal new efficiencies within existing operations.

Many ethanol plants recover only 50–60% of available distillers corn oil, leaving untapped value across the production process. As low-carbon fuel markets grow, improving oil recovery is critical for both profitability and sustainability. However, losses are rarely

isolated—they occur across fermentation, separation and feedstock variability. Leading producers are shifting from equipment-only fixes to integrated, plant-wide strategies that combine enzyme technology, operational analytics and process mapping. Advanced biosolutions can

help release oil trapped in fiber and protein structures, improving yield and consistency. Ultimately, optimizing DCO recovery enables producers to extract more value from existing resources while reducing waste and strengthening overall plant performance.

READ THE FULL STORY 



MEET THE EXPERT



“Distillers corn oil recovery is a system-level opportunity shaped by interactions across liquefaction, fermentation, substrate composition and separation. By combining advanced biosolutions with process analytics and plant-wide optimization, producers can unlock previously inaccessible oil, improving yield, reducing variability and lowering carbon intensity. At IFF, we focus on quantifying these gains holistically to help customers capture measurable value and strengthen operational performance.”

Pauline Teunissen, PhD,
Global Applications Director for Grain Processing, Health & Biosciences

Operating for the Future

Make a tangible, lasting impact

We approach sustainability with measurable and actionable commitments, designing operational solutions and internal road maps that are metrics-driven, data-first, and rooted in science. When customers look back on their sustainability journey with us to uncover what's possible, they can track their progress alongside ours.

27.3M

metric tons of CO₂e emissions avoided by customers and consumers through our solutions, or ~19.2 times more CO₂e than generated at IFF's manufacturing sites

385K+

MWh of renewable electricity procured or produced for IFF operations, covering ~27% of our total electricity use

LCA: Calculating Greenhouse Gas Reductions in IFF Products and Supply Chain



Life Cycle Assessments (LCA) are quantitative assessments of environmental impacts across all stages of the product life cycle, from raw material acquisition through manufacturing to end-of-life management or reuse/repurposing.

We are creating easily updated product carbon footprint and LCA calculations across our portfolio. This transparency enables our customers to better understand their Scope 3

emissions and inform their decarbonization road maps for future reduction opportunities over time. LCAs also reveal insights into our products' environmental benefits through

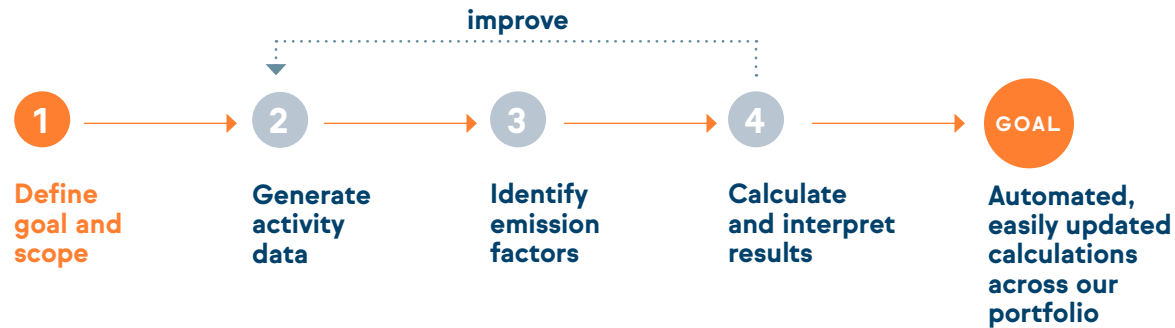
the use phase. In fact, IFF's own footprint has a proportionally small impact compared to the benefits and avoided environmental burdens our sustainable solutions provide. In 2025,

we estimate that IFF solutions enabled customers and consumers to avoid approximately 19.2 times (or 27.2 million tons) more CO₂e than generated at IFF's manufacturing sites.*

“The holistic nature of LCA at IFF is more than just carbon footprint data, it's about understanding the environmental benefits and risks through our entire value chain. What makes our approach to LCA a bit different is that we don't stop at generating a final number. We dig into why the footprint is what it is—what's causing it, and where the potential improvement levers are.”

Todd Krieger,
Senior Life Cycle Assessment Scientist,
Director of Sustainable Solutions

Our LCA Process



*Limited assurance for this estimation provided by ERM CVS. For more information, please see our [methodology](#) description.

READ THE FULL STORY

A Tale of Two Cities: Scaling Operational Sustainability

From waste diversion programs to water conservation initiatives, the manufacturing practices of IFF facilities around the world are unique, demonstrating how sustainability is not a one-size-fits-all endeavor.

Case in point: IFF's Hango, Finland and Cedar Rapids, Iowa facilities.

Hango's biotech manufacturing serves as a valuable contributor to the community, putting environmental stewardship, local partnerships and continuous

improvement at the center of its operating plan.

IFF's Cedar Rapids facility, in the heart of the US corn belt, is committed to advancing innovative practices that bolster the local community and farmers—and create jobs—while reducing its environmental impact.

By adapting their strategies to integrate with the local community, environment, available natural resources, and regulatory framework, these sites exemplify how industry can lead the way to a more sustainable future.

MEET THE EXPERT



“As an engineer, I believe our job is to make the most of every resource we touch—energy, water and materials alike. By designing processes that recover and reuse heat, water and byproducts, we can reduce our footprint while strengthening how our operations integrate with the local community.”

Antti Kosola,
Manufacturing Technology Director,
Health & Biosciences

READ THE
FULL STORY



Partnerships of Impact

Tackle evolving goals with a partner that grows with you

We meet our customers where they are to make progress that's right for them, from practical implementation to transformative change. We adapt our efforts to collaborate with customers at every stage of their sustainability trajectory, bridging science and partnership with technical expertise along the way to what's possible.



40+

strategic university partnerships, including our Citrus Innovation Center with Florida Polytechnic University

77%

of all new innovation projects since 2023 deemed as having sustainability value propositions using our internal Innovation for Sustainability assessment tool

The Impact of IFF Partnerships: Innovation through Collaboration

IFF's partnerships seek to bring together the best of science, nature and collaboration—co-creating sustainable solutions that protect ecosystems, scale innovation and help transform global value chains for the future.

By collaborating across industry, academia, conservation organizations and customers, IFF co-creates nature-inspired solutions that reduce fossil-based inputs, protect biodiversity and unlock circular supply chains.

Globally, strategic partnership engagements can

help scale breakthrough biomaterial technologies. Locally, partnerships such as with Reservas Votorantim (rV) in Brazil show how local expertise and unique access to biodiversity can unlock new frontiers of innovation. Academic alliances, like IFF's collaboration with Florida Polytechnic University, drive scientific

discovery, citrus resilience and upcycling innovation.

Together, these Partnerships of Impact enable high-performance, sustainable products—demonstrating how collaboration accelerates progress across the bioeconomy and embeds sustainability into everything IFF creates.

READ THE
FULL STORY 

Photo credit: Reservas Votorantim

MEET THE EXPERT



“Our partnership with Reservas Votorantim enables IFF to sustainably source inspiring ingredients from one of the planet's most ecologically unique biomes while helping to advance understanding and appreciation of Brazil's Atlantic Forest. By combining rV's strong community roots with our deep expertise in natural ingredients, we are building a collaborative model that delivers innovative fragrance and cosmetic solutions while supporting biodiversity protection and responsible sourcing at scale.”

Charbel Bouez,
Senior Vice President of R&D,
Scent

I4S: A Framework for Sustainable Innovation

IFF strives to create first-to-market solutions that support people and planet in the transition to a more sustainable world. To track progress, we developed the Innovation for Sustainability (I4S) Assessment tool.

Over the last three years, we have utilized an internal [methodology](#) to evaluate the sustainability performance of our innovation projects and new product launches. This approach has helped ensure that we are considering the potential sustainability benefits and

risks of future products, and how to maximize their potential sustainability value propositions.

In 2025, of the 22 products launched that were in scope to be included in the I4S analysis, ~73% were deemed to have a sustainability value proposition according to I4S criteria. For products launched over the combined 2023–2025 period, ~77% had a sustainability value proposition.

- 1 IDENTIFY**
relevant sustainability criteria along the product innovation's life cycle.
- 2 ASSESS**
sustainability benefits and risks against a relevant benchmark, resulting in a score for each.
- 3 DETERMINE**
the product innovation's sustainability value proposition.



MEET THE EXPERT



“Over the past three years that the I4S program has officially been in place, we’ve gained critical knowledge around how to better support the sustainability initiatives of our customers and the value chains they serve. We’ve strengthened sustainability literacy across key stages of the innovation process—from development to product positioning and claims substantiation. Moving forward, we’ll create business-specific sustainable innovation programs to support our customers’ sustainability journeys.”

Michael Babicki,
Director, Environmental
Sustainability and Reporting



READ THE FULL STORY

Sustainability Statements

PART 2

This section details our sustainability performance based on the results of our double materiality assessment and with reference to the European Sustainability Reporting Standards.

[General Disclosures](#)



[Environmental](#)



[Social](#)



[Governance](#)



Basis for Preparation

IFF's 2025 Sustainability Report comprises two parts (Part 1: Strategic Summary and Part 2: Sustainability Statements). It was prepared through an in-depth consultation and approval process with subject matter experts and senior managers from relevant Business Units and Functions. Our CEO, who also serves on the Board of Directors, is responsible for the final approval of IFF's annual sustainability report prior to its publication. IFF has annually issued a standards-adherent sustainability report since our first reporting year in 2010. Previous years' sustainability reports and data are available in our [Report Library](#). This report should also be read in conjunction with IFF's 2025 Annual Report and 2026 Proxy Statement available at ir.iff.com/annual-reports-proxy-materials.

DISCLOSURE FRAMEWORKS

The sustainability statements of the 2025 Sustainability Report have been prepared on a consolidated basis, taking into consideration the European Union (EU) Corporate Sustainability Reporting Directive (CSRD) and the underlying European Sustainability Reporting Standards (ESRS) as much as possible. All data points included in the Environmental, Social, and Governance (ESG) sections herein have been assessed as material according to the results of our double materiality assessment (DMA).¹ Note that due to the pending EU Sustainability Omnibus update (which is expected to bring changes to the regulated sustainability disclosure and due diligence landscape related to the EU Taxonomy, Corporate Sustainability Due Diligence Directive, and the CSRD), this 2025 Sustainability Report is not claiming to be, nor should be considered to be, fully compliant yet with CSRD.

In addition to ESRS considerations, this report also aligns with three voluntary disclosure frameworks, beginning on [page 77](#).

- **Global Reporting Initiative (GRI):** In accordance with the revised Universal Standards, launched in October 2021.
- **Sustainability Accounting Standards Board (SASB):** For the Chemicals industry, specifically the Resource Transformation sector.
- **TCFD: The Task Force on Climate-related Financial Disclosures.**

REPORTING SCOPE

The scope of this 2025 report covers January 1, 2025 to December 31, 2025, and includes facilities owned and operated by IFF, as well as all entities included in IFF's 2025 consolidated financial statements. In recent years, we have acquired, merged with and/or divested from several companies. Consistent with best practices and applicable framework guidelines for sustainability reporting, we have historically included the performance data of merged or acquired entities in our reporting boundary for the first full year of operation following the merger or acquisition.²

¹ Unless so specified, the term "materiality" used throughout this report does not directly correspond to the concept of materiality used under US securities law or other applicable laws and does not represent any determination by the Company that any of the content contained in this presentation is "material" for purposes of US securities law or in the context of financial reporting and should not be construed as a characterization regarding the materiality of such information to IFF's financial results or operations.

² With respect to financial reporting, we include the results of the acquired entity from the day we acquire the company.

REPORTING SCOPE		
Acquisition/merger/divestment	Year	Data inclusion in 2025 Sustainability Report
Frutarom	2018	Yes
DuPont N&B	2021	Yes
Health Wright Products	2022	Yes
Pharma Solutions	2025	Yes
Food Ingredients (Business Unit)	2026 (expected)	Yes

STANDARDS & BASIS OF CALCULATIONS OF ENVIRONMENTAL DATA

IFF reports environmental data for all manufacturing sites under the Company's operational control, and for non-operational sites with an employee headcount that is equal to or greater than 20 employees. All greenhouse gas (GHG) data points (Scopes 1-3) are reported based on the Greenhouse Gas Protocol. The organizational boundaries for this report align with the Operational Control approach outlined in the GHG Protocol. Following Scope 1 Guidance for Direct Emissions, we use appropriate emission factors such as the Intergovernmental Panel on Climate Change (IPCC) 2006 Guidelines for National Greenhouse Gas Inventories Fifth and Sixth Assessment Report, the Climate Registry 2024 General Reporting Protocol, and the US EPA MRR Final Rule (40 CFR 98) Industrial Sector 2013. For electricity (Scope 2 emissions), we follow generally accepted factors such as the EPA's 2025 eGrid Subregion emission factors, the 2025 (Year 2023) International Energy

Basis for Preparation (continued)

Agency emission factors, 2025 Australian Government National Greenhouse Account Factors, RE-DISS 2024 Residual European Mix, US Residual Mix, US Residual Mix 2025 Green-e Energy Emissions Rates and Department for Environment, Food & Rural Affairs (2024 DEFRA), as well as verified supplier specific emission factors. Emission factors for purchased steam are specific for each site and are provided by the suppliers.

Emissions for process-derived fuels are specific to each site and are calculated by mass balance based on product mix. The emissions calculations include GHGs covered by the Kyoto Protocol—carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulfur hexafluoride (SF₆)—and are reported as CO₂ equivalents (CO₂e).

We use the global warming potentials provided in the IPCC's Sixth Assessment Report, where available. We report both market-based and location-based emissions data in this report, which follow the methodologies provided in the Scope 2 Guidance of the GHG Protocol. Market-based emissions use supplier-specific emission factors and include renewable energy credits.

Data estimations may be required when data is not available but is considered relevant for completion. Scope 1 and 2 emissions are based on greater than 95% actual data (we target less than 5% data estimation). Scope 3 uses estimations leveraging generally accepted methodologies and emission factors applied either on a spend-based or activity-based methodology, such as the US Environmentally-Extended Input-Output (USEEIO), Tank-to-Wheel (TTW), and Well-to-Tank (WTT), per the Science Based Targets initiative (SBTi) and the Quantis Scope 3 tool.

Other environmental data, such as water- and waste-related categories, are collected monthly via our environmental management system.

CHANGES & REPORTING ADJUSTMENTS RELATED TO PRIOR PERIODS

We include ten of the 15 GHG Protocol Scope 3 categories that are supported by actual spend data by category or source activity data:

- Category 1 - Purchased goods and services;
- Category 2 - Capital goods;
- Category 3 - Fuel- and energy-related activities;
- Category 4 - Upstream transportation and distribution;
- Category 5 - Waste generated in operations;
- Category 6 - Business travel (air travel only);
- Category 7 - Employee commuting;
- Category 9 - Downstream transportation and distribution;
- Category 10 - Processing of sold products; and
- Category 12 - End-of-life treatment of sold products.

We are also in the process of transforming our largest Scope 3 emissions category, purchased goods and services, from spend-based to activity-based. This will be used to engage directly with suppliers to obtain actual data in the future.³

For adjustments to ESG performance data, we determine whether we should restate numbers based on the availability of data and/or the incorporation of new information.

We clearly indicate where we have restated data.

EXTERNAL REVIEW

We retained ERM CVS to conduct a third-party assurance of our 2025 Sustainability Report. Specifically, they assessed whether the report presents a complete and balanced presentation of IFF's sustainability activities and performance in accordance with the GRI Standards, and whether the 2025 information and data for specified indicators are fairly presented in accordance with reporting criteria. ERM CVS does not verify general market-related claims that are not linked to IFF's ESG performance. Select environmental indicators for North America, covering sites in the United States and Canada, were reasonably assured in 2025. This includes Scope 1 GHG emissions (406,217 metric tons CO₂e), and Scope 2 location-based (LB) and market-based (MB) emissions (LB: 379,980 metric tons CO₂e; MB: 344,927 metric tons CO₂e). This also includes direct energy (2,289,219 MWh), indirect energy (972,772 MWh), and total energy consumption (3,261,991 MWh).

IFF's Chief People & Culture Officer oversees the Company's external assurance process for this report. For more information, please see the Independent Assurance Report beginning on [page 110](#).

³ Scope 3 Categories 1, 2 and 4 are calculated from actual spend by category; Categories 3 and 5 are calculated from source activity data, and Category 6 is calculated from data provided by travel agent data. For Scope 3 spend-based calculations, EPA EEIO factors that include related transportation and distribution margins are used.

Governance

RISK MANAGEMENT REVIEW AND OVERSIGHT

Our Board is actively involved in the oversight of risks that could affect our Company and is responsible for overseeing and reviewing with management the Company’s enterprise-wide risks and the policies and practices established to manage such risks. The Board exercises its risk oversight function both at the Board level and by delegating it to its committees. The Board and its committees focus on operational risk, financial risk, regulatory risk, litigation risk, cybersecurity and information security risk, tax risk, credit risk, liquidity risk, compliance risk as well as our general risk management strategy, and how these risks are managed. The Board receives regular updates on the Company’s risk from its committees (see table on right).

RISK GOVERNANCE FRAMEWORK

IFF’s dedicated committee at the Board level for risk oversight is the Audit Committee. IFF also has a risk governance framework with board-level risk oversight and dedicated operational risk management functions in place. These functions include:

Operational risk ownership

- Management maintains an Enterprise Risk Management (ERM) program, which is designed to identify and assess our global risks and to develop steps to mitigate and manage risks. The Board receives regular updates on the ERM process and the Company’s risk mitigation activities, including reports focused on compliance, human capital, cybersecurity and sustainability risks.

IFF BOARD OF DIRECTORS			
<u>Audit Committee</u>	<u>Governance & Corporate Responsibility Committee</u>	<u>Human Capital & Compensation Committee</u>	<u>Innovation Committee</u>
Oversees financial risks and the policies and practices established to manage such risks; oversees and reviews procedures for monitoring compliance with laws and our Code of Conduct	Oversees governance risk, risks related to sustainability and corporate responsibility, and risk related to CEO succession	Oversees risks associated with compensation policies and practices, our compensation plans (including equity compensation plans), severance, change in control, talent and other employment-related matters	Oversees risks related to R&D and innovation programs, emerging science and technology issues and related business opportunities

Risk management and compliance oversight

- At the management level, overall responsibility for operational risk resides with the CEO and other senior management (including business unit presidents) who manage the Company’s day-to-day business risks and its risk management process.
- The Company has established a management risk committee, chaired by the Chief Financial Officer and General Counsel and made up of key members of the Company’s management, to integrate global risk activities (including cybersecurity, compliance, business, human resources, and crisis management) and to ensure appropriate prioritization of resources and alignment across the Company.

Independent audit unit

- We have an internal audit function that provides independent assurance on the effectiveness of risk management and compliance processes. IFF’s Audit Committee is responsible for overseeing the Company’s internal audit function, including the adequacy and effectiveness of the

Company’s systems of internal controls, disclosure controls and procedures, and any significant related findings and recommendations by the independent accountant or the Internal Auditors, together with management’s responses.

To help promote an effective risk culture throughout the organization, we incorporate risk criteria in the development of products and services through our Innovation for Sustainability (I4S) assessment tool that identifies sustainability risks associated with our innovations from a life cycle perspective. Relevant sustainability risks of the innovation are assessed along their entire life cycle in relative and absolute terms, as well as their magnitude and likelihood to materialize. Based on that assessment, an evaluation of both benefits and risks is applied, which results in a conclusion on the sustainability value proposition. An innovation assessed as having a sustainability value proposition must show a relevant and realistic sustainability benefit without substantial, unmanageable risk (learn more on [page 22](#)).

SUSTAINABILITY GOVERNANCE

IFF’s Board of Directors is the highest governing body for sustainability. Specific responsibility for supporting and assisting the Board in overseeing the Company’s sustainability

Governance (continued)

program and commitments is held by the Governance & Corporate Responsibility Committee, whose responsibilities include:

- Reviewing the Company's policies, programs and practices on sustainability and corporate responsibility and assessing new opportunities that would support the Company's sustainability and corporate responsibility goals, including those related to environmental stewardship, operational eco-efficiency, climate and water risk strategy, and risks associated with responsible sourcing; and
- Discussing with management the Company's environmental performance, including progress toward targets, and programs, policies, and disclosure related to climate change.

All Executive Leadership Team (ELT) members are responsible for managing and reporting to the Board on IFF's impacts, risks and opportunities on the economy, environment and people. The ELT also integrates sustainability considerations into IFF's operations, management approaches, policies, strategic direction, and innovation pipeline. This process helps IFF deliver sustainable and equitable solutions that meet the needs of our internal and external stakeholders.

Together with the Board, the ELT and its direct reports, the Sustainable Business Council (comprised of representatives from all Business Units), oversee the execution of our global sustainability strategy and reporting, including the related activities, targets and action plans. Internal controls related to sustainability data and reporting are under the responsibility of the cross-functional subject-matter experts

who contribute to the report and their direct line manager approvals of content. Data and claims presented in the report are also subject to thorough review and verification by our third-party assurance provider ([see page 110](#)).

For more information about our governance approach, including the composition and focus of our Board of Directors and membership information of the committees, please refer to the [Governance page](#) on our website, our [Proxy Statement and Notice of 2026 Annual Meeting of Shareholders](#), and our [Corporate Governance Guidelines](#).

STATEMENTS ON DUE DILIGENCE

Human rights due diligence

Please see the human rights due-diligence approach in the Workers in the Value Chain section on [page 49](#).

Supplier quality due diligence

In addition to managing the safety and quality of our products, IFF applies effective manufacturing quality control practices to monitor and verify our suppliers' ability to deliver products that meet our global material specifications and service requirements. As part of our due diligence and risk-management approach, new suppliers go through a qualification process, including review by internal qualification teams. Where appropriate, selected suppliers may also undergo an initial on-site assessment by IFF. During the raw material qualification, materials are evaluated to confirm alignment with IFF specifications, regulatory requirements,

and quality standards. Our existing suppliers are reviewed and audited with the scope and frequency guided by risk. Supplier performance and raw material compliance are monitored on an ongoing basis to support follow-up and risk evaluation.

Public policy due diligence

IFF monitors and analyzes legislative and regulatory developments that impact the Company, including understanding and complying with government regulations, self-regulatory frameworks, and internal corporate policies. We work with public policy stakeholders to advance our business and reputational priorities, including as they relate to responsible innovation, safety and climate. We also regularly collaborate internally and externally to address emerging, perceived, and known risks in product safety, efficacy, environmental impact, and other areas. Our external engagements help inform IFF's advocacy, sustainability objectives, and practices.

Environmental due diligence

We review and complete environmental due diligence as needed for mergers and acquisitions, as well as divestitures. This is managed as part of our Environmental, Health and Safety program. Should a more in-depth investigation be required, the due diligence process may include historical records review as well as a potential for environmental site assessment conducted by certified third-party consultants.

Strategy

BUSINESS AND PRODUCT OFFERINGS

IFF is a leading creator and manufacturer of products for application in food, beverage, health & biosciences, and scent, as well as complementary adjacent products, including natural health ingredients, which are used in a wide variety of consumer and end-use products. Our products are sold principally to manufacturers of dairy, meat, beverages, snacks; savory and sweet baked goods; grain processors and other foods; personal care products, soaps and detergents; cleaning products; perfumes; dietary supplements; food protection; infant, elderly, and animal nutrition; functional food; bio-fuel; and oral care products. As a result, we hold global leadership positions in the Food & Beverage, Home & Personal Care, and Health & Wellness markets, and across key Tastes, Textures, Scents, Nutrition, Enzymes, Cultures, Soy Proteins, and Probiotics categories, among others. During the year ended December 31, 2025, our business consisted of five segments: Taste, Food Ingredients, Health & Biosciences, Scent, and, until the completion of the divestitures of both the Pharma Solutions and Nitrocellulose disposal groups in May 2025, Pharma Solutions. Effective January 1, 2025, our former Nourish segment was restructured into two newly designated operating segments: Taste and Food Ingredients.

INTERESTS AND VIEWS OF STAKEHOLDERS

IFF is committed to engaging with our stakeholders to understand their priorities, concerns, and expectations. We use their feedback to inform our strategies and due-diligence processes, and to proactively respond with solutions that create value for all. Engagement with internal and external stakeholders was also a crucial component of our recent double materiality assessment.

STAKEHOLDER GROUP	HOW WE ENGAGE	TOPICS & CONCERNS RAISED IN 2025
COMMUNITIES	<ul style="list-style-type: none"> • Volunteer and charitable activities organized, hosted, and implemented locally by sites around the world • Community & biodiversity programs in our naturals supply chains/communities where our raw material ingredients are grown 	Community well-being, philanthropy, and socioeconomic; biodiversity and ecosystems; pollution
CUSTOMERS	<ul style="list-style-type: none"> • Conferences, industry events, round tables, and presentations • Partnerships and joint projects, including accompanying communications (e.g., press releases and social media) • One-on-one meetings; calls; questionnaires, surveys, sustainability performance reviews; interviews (e.g., double materiality; competitive assessments) 	Innovation and sustainable product solutions; greenhouse gas and energy footprint; human rights; customer experience and transparency
EMPLOYEES	<ul style="list-style-type: none"> • Regular communications, including emails, newsletters, videos, town halls, the intranet, CEO blog and social media • Employee engagement campaigns, surveys, webinars, e-learning courses and trainings 	Innovation and sustainable product solutions; human rights; talent acquisition, engagement and retention
INVESTORS	<ul style="list-style-type: none"> • Presentations; roadshows • Regular filings, disclosures and press releases • Quarterly meetings and conference calls 	Company performance and strategy (financial and ESG); matters of corporate governance and executive compensation (e.g., ethics and compliance and business conduct); innovation and sustainable product solutions; greenhouse gas emissions
NGOS & INDUSTRY ASSOCIATIONS	<ul style="list-style-type: none"> • Multi-stakeholder initiatives/coalitions; trade associations • Interaction and advocacy with governmental agencies 	Business needs, regulatory decisions, policy interpretations (e.g., climate change risk; occupational health and safety; human rights; product safety and quality; business conduct, ethics and compliance)
SUPPLIERS	<ul style="list-style-type: none"> • Assessment/audits; questionnaires; consultations, trainings; • Global networks to support industry supply chains • Collaborative partnerships and shared value programs to strengthen local communities and supply chains 	Responsible sourcing; biodiversity & ecosystems; greenhouse gas and energy footprint; business conduct, ethics and compliance

MATERIALITY ASSESSMENT PROCESS

IFF conducts or reviews materiality analyses at least annually. Our most recent double materiality⁴ assessment (DMA) was conducted for the first time in 2023–2024 in consultation with an independent third party. DMA is a prioritization acknowledging that a company both impacts the environment, economy, and people (“inside out,” or “impact materiality”) and is impacted by the environment, economy, and people (“outside in,” or “financial materiality”).

- A topic is material from an **impact perspective** if it causes actual or potential positive or negative impacts on the environment, economy and people directly linked to a company’s operations and value chain, including business relationships.
- A topic is material from a **financial perspective** if it triggers, or could reasonably be expected to trigger, a material financial effect on the company, including generating risks or opportunities that could affect a company’s financial performance and position over the short, medium or long term.

To learn more about the process, objectives and workflow of our 2023–2024 DMA, please see pages 43–45 of our [2024 Sustainability Report](#).

⁴ IFF’s definition of double materiality aligns with the definition and criteria outlined in the Corporate Sustainability Reporting Directive’s European Sustainability Reporting Standards 1: General Requirements and implementation guidance from EFRAG.

⁵ Pollution (substances of very high concern) has been determined to be a material topic for IFF. However, we are currently in the process of evaluating the IROs related to this topic to further inform our policies, actions and targets and will disclose on these topics in future reporting.

IFF’S DMA RESULTS MAPPED TO ESRS

ESG dimension	Material topic	Material sub-topic
ENVIRONMENT	Climate change	<ul style="list-style-type: none"> • Climate change adaptation • Climate change mitigation • Energy
	Pollution ⁵	<ul style="list-style-type: none"> • Substances of very high concern
	Water and marine resources	<ul style="list-style-type: none"> • Water (withdrawal)
	Biodiversity and ecosystems	<ul style="list-style-type: none"> • Impacts and dependencies on ecosystem services • Impacts on the extent and condition of ecosystems
	Circular economy	<ul style="list-style-type: none"> • Resource inflows, including resource use • Resource outflows related to products and services
SOCIAL	Own workforce	<ul style="list-style-type: none"> • Equal treatment and opportunities for all • Working conditions • Other worker-related rights
	Workers in the value chain	<ul style="list-style-type: none"> • Working conditions • Other work-related rights
	Affected communities	<ul style="list-style-type: none"> • Communities’ economic, social, and cultural rights • Rights of indigenous people
	Consumers and end users	<ul style="list-style-type: none"> • Personal safety of consumers and end users • Social inclusion of consumers and/or end users
GOVERNANCE	Business conduct	<ul style="list-style-type: none"> • Management of relationships with suppliers, including payment practices • Animal welfare • Corporate culture

Strategy (continued)

DMA results

To prepare for compliance with future CSRD requirements, in 2025 IFF worked with an independent third-party assurance provider to conduct a gap analysis of our approach to the 2023–2024 DMA, including methodology, conclusions and associated sustainability reporting obligations. Insights from this analysis—as well as the final ESRS and related guidance—are helping us further refine our DMA and prepare for future assurance of our process. We will also align our future DMA process with expected updates to IFF’s Enterprise Risk Management program with the intent to show where our material IROs occur across our full value chain. We intend to review the IRO Register for ESRS and its related methodology on an annual basis and to complete a full double materiality assessment approximately every two or more years.

Our DMA revealed the following results:

- 1) 19 topic-level material issues were identified and prioritized in a materiality matrix (available for viewing on page 11 of our 2023 Sustainability Report), which maps median impact materiality scores versus median financial materiality scores for IROs associated with each identified topic (but does not directly reflect CSRD-aligned results).
- 2) 10 CSRD-aligned topics were identified based on the highest scored material IROs for each of 21 ESRS sub-topics (see table). Details on how we respond to the IROs associated with these sub-topics can be found in the "Environment," "Social," and "Governance" sections of the Sustainability Statements. Our DMA also revealed one non-ESRS-aligned material topic, Innovation and Sustainable Product Solutions. More information on how we respond to the IROs associated with Innovation and Sustainable Product Solutions can be found on [page 14](#).⁶

⁶ In alignment with the ESRS 1: General Requirements § 16 guidance that an undertaking may “consider its own specific circumstances when determining its material matters.”

Climate Change

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General disclosures. Climate change mitigation and adaptation present material risks and opportunities to IFF's global operations and long-term value creation. Given IFF's reliance on natural raw materials, energy-intensive manufacturing processes and global supply chains, both physical climate risks and transitional risks have been found to be material.

Governance of climate change, including but not limited to targets, emissions reduction, as well as risks and opportunities, are within the purview of the Governance & Corporate Responsibility Committee of the Board of Directors. The Board receives quarterly updates on climate-related progress, including strategy, emissions targets and regulatory requirements.

OUR APPROACH

POLICY

The Board's Governance & Corporate Responsibility Committee has oversight for the [Environmental Sustainability Policy](#), which was updated in 2025. The policy governs our approach to GHG emissions management, targets, energy and assurance. It is guided by IFF's alignment with and support of the United Nations Sustainable Development Goals (UN SDGs), the Intergovernmental Panel on Climate Change (IPCC), and the Science Based Targets Initiative (SBTi). The policy establishes IFF's operational guidelines, as well as those we expect our suppliers to follow, including as they relate to key areas of climate action, such as renewable energy opportunities and water stewardship, among other topics.

POLICY INFLUENCE: CLIMATE ALIGNMENT

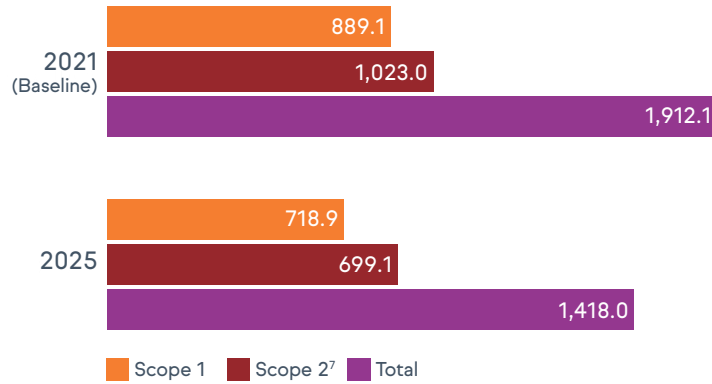
IFF's lobbying and public affairs priorities and activities align with the Paris Climate Agreement objectives. Please see [page 27](#) for more information on how we engage on climate issues, including our systems and governance framework for public affairs, which covers all areas where we operate.

In 2025, IFF continued to support science-based public policy and private sector action in support of the Paris Agreement goal to limit global warming to well below 2°C and/or net zero by 2050. This included engagement through business associations such as the US Council for International Business (USCIB) to monitor and discuss climate-related developments following changes in US policy; internal tracking and analysis of UNFCCC COP30 negotiations and related topics such as trade, bioeconomy and carbon market developments; and participation in information exchanges and evaluative discussions connected to international climate and sustainability processes. IFF was also represented in multiple activities and sessions held in parallel with COP30, including working groups for private sector implementation of the Paris Agreement, such as Sustainable Business COP30 and Rio Climate Action Week. In November 2025, IFF was a speaker at the COP30-aligned Climate Law & Governance Day, organized in collaboration with the University of Cambridge and other academic partners, to discuss topics such as food system governance, ultraprocessed foods and climate-aligned sustainability frameworks.

Climate Change (continued)

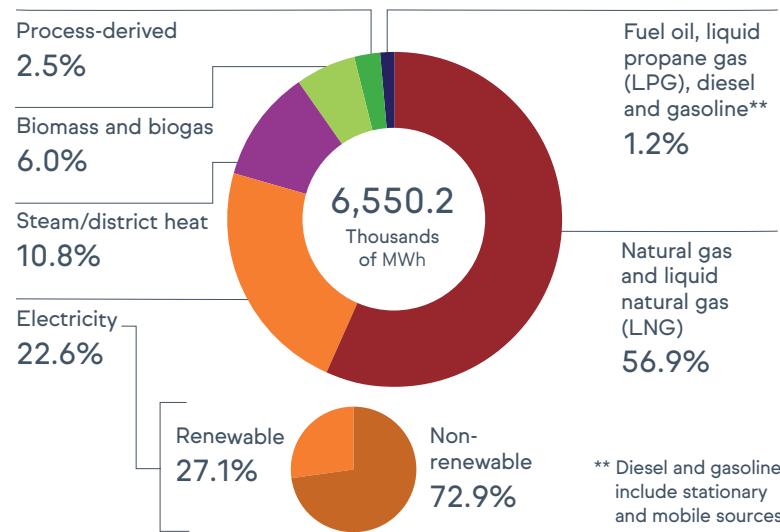
Absolute GHG Emissions Performance

Thousand metric tons of CO₂e



2025 Total Energy Consumption

Thousands of MWh (direct: 4,185.5 and indirect: 2,364.7)



CLIMATE TARGETS AND TRANSITION PLAN

IFF's climate targets are aligned with the Paris Agreement, which aims to limit global temperature increase to 1.5°C above pre-industrial levels. To achieve our climate ambitions in the short, medium and long term, we follow a road map built around key operational and strategic levers that guide our emissions reduction approach. Based on the ongoing strategy work begun in 2025, our intention is to review our climate transition plan annually in line with new climate science, policy shifts and stakeholder feedback.

SCOPE 1 AND 2 EMISSIONS

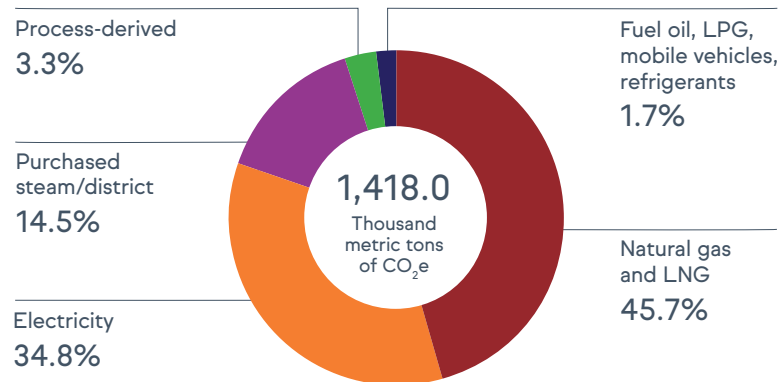
As of the end of 2025, our Scope 1 and 2 emissions are 26% below 2021 baseline levels (which reflects the inclusion of Pharma Solutions only up until the divestment in May 2025). For a normalized picture of our emissions excluding Pharma Solutions (from both the 2021 baseline and 2025 data), our Scope 1 and 2 emissions would be 15% below 2021 levels.

As part of our sustainability strategy refresh in 2025, we included a refocus to integrate capital expenditure (CAPEX) as part of the overall investments strategy, including projects that have sustainability benefits. The intent of the integration is to provide ownership to our business units with the ability meet their specific operational strategies and priorities.

Our in-house energy experts are housed in each of our business units and work with the engineering and technology teams to review the feasibility of each CAPEX project in relation to energy and carbon savings, as well as the expected financial benefits for each facility. These projects

⁷ Market-based Scope 2 emissions (those generated through purchased electricity and steam).

2025 Total Scope 1 & Scope 2⁷ Emissions by Source



Climate Change (continued)

are supported by the prior learning and knowledge of energy audits conducted at our major manufacturing facilities. Once projects are approved and funded, the expected energy and associated carbon reductions are tracked as part of expected target achievement in both reduced energy consumption and expenses as well as carbon reduction achievement against our SBTI-aligned 2030 GHG goal.

A critical component of the continued success of project execution is IFF's Energy Management Program (EMP), which was a training program in 2025 delivered to plant managers and site personnel to raise awareness of the importance of energy consumption reduction. It included specific guidance to review our sustainability goals and ambitions and to understand how they support our business and customers. In 2025, projects that were completed across our business units directly resulted in the savings of approximately 13,100 MTCO₂e.

RENEWABLE ELECTRICITY

We pursue renewable energy as a critical step toward achieving our long-term sustainability targets, which include procuring 100% of our grid electricity from renewable sources by 2030. We also work to advance this objective more broadly as a member of RE100, a consortium of businesses committed to 100% renewable electricity. In 2025, 385,731 MWhs of renewable electricity were procured or produced for IFF operations, covering approximately 27.1% of our total electricity use.

Our renewable electricity strategy includes on-site and off-site PPAs, vPPAs and green supply contracts. In markets where these renewable electricity options are not available, we seek to use renewable energy credits as an interim step until renewable energy reaches critical volumes globally.

SCOPE 3 EMISSIONS

In 2025, our Scope 3 GHG emissions were 5,361,533 metric tons of CO₂e, of which approximately 70% were attributed to purchased goods and services. The Scope 3 calculation methodology is the same as in previous years, through a spend-based model. We have also made great progress on a volumetric intensity-based model in preparation for replacing our category spend-based approach, as we believe that will more accurately and consistently depict volumes of CO₂e per kilogram of goods that we purchase. It will also better normalize raw material price increases while enabling us to analyze and manage Scope 3 emissions with greater precision. We will continue to evolve this modeling in alignment with external validation for use in future reporting.

ASSESSING OUR CLIMATE RISK

We have completed a climate-related scenario analysis for both physical and transitional risk in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations approach.

For more information about the process for this analysis, please see pages [49–50 of our 2024 Sustainability Report](#).

Water and Marine Resources

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General disclosures. Water and marine resources, specifically water withdrawals, are a material topic for IFF. Water is critical to IFF operations, as our operations can be water-intensive. We are committed to taking actions to manage water risks that include direct operations, supply chain and minimizing impact to local watersheds. IFF had no material incidents of noncompliance concerning water quality permits, standards or regulations in 2025.

Governance of water and marine resources, including annual water risk assessments and water withdrawal are within the purview of the Governance & Corporate Responsibility Committee of Board of Directors. The Board receives quarterly updates on progress including strategy, targets and regulatory requirements.

OUR APPROACH

POLICY

IFF's Environmental Sustainability Policy, updated in 2025, is monitored by IFF's Sustainable Business Council, with oversight by the Board's Governance & Corporate Responsibility Committee. The Policy establishes IFF's operational guidelines, as well as those we expect our Suppliers to follow, including as they relate to the following areas for water stewardship:

- Maintain optimum efficiency while conducting an annual risk assessment to identify areas of water risk.
- Engage directly with operations to increase water conservation efforts and work with the local partners and the community as needed to maintain the local water balance.

- Encourage and support our suppliers to perform water risk assessments (acting on risks where applicable) and to have a water stewardship program in place that includes water reduction and reuse projects.

WATER RISK AND WITHDRAWAL

We use Aqueduct 4.0, the World Resources Institute's Water Risk Atlas tool, to identify risks in our own manufacturing facilities and operations. The Atlas uses a robust, peer-reviewed methodology and the best available, data to create high-resolution, customizable global maps of water risk, including both impact and dependency factors:

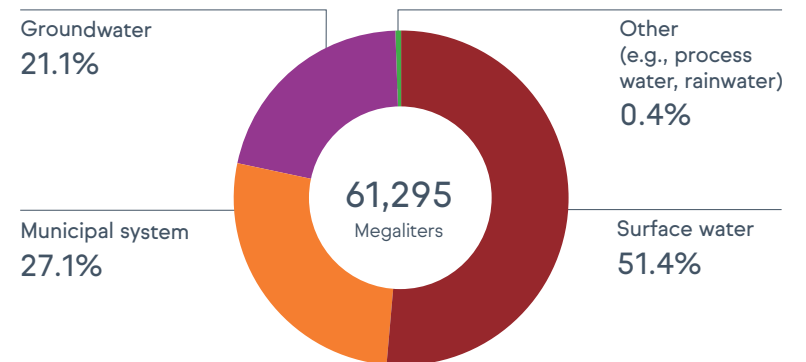
- **Impact:** The Aqueduct Water Risk Atlas assesses the potential consequences of water-related risks, such as water scarcity, floods, and droughts, on various sectors and locations. This includes evaluating the potential economic, social, and environmental impacts of water stress.
- **Dependency:** The Atlas also considers how businesses and other actors are dependent on water resources for their operations, such as agriculture, manufacturing, and power generation. This helps identify locations where water scarcity could disrupt business activities and the economy.

The Aqueduct 4.0 also provides future projections of water risks based on climate projections, helping to understand potential changes in water availability and demand. The results from our fifth annual water risk assessment (based on 2025 data) indicated that approximately 10.5% of our total water withdrawal from the sites assessed came from regions with high or extremely high baseline water stress. Aqueduct 4.0 includes updated data sets, featuring updated methodologies and source data leading to a more in-depth review of water risk at our facilities.

Following our past water risk assessments, we identified the need to better understand our water usage at the facility level and related impacts on our operations and local communities. In 2025, our water withdrawal totaled 61,295 megaliters with a production intensity of 0.0419 megaliters per metric ton of product. IFF saw a reduction from the prior year in overall water withdrawal from executed projects and water stewardship efforts. For more information on key metrics, please see performance data on page [68](#).

Our water stewardship program, Project Blue, will continue to help us in navigating these challenges. Project Blue combines WRI's Aqueduct tool with internal insights to evaluate both physical and regulatory water risks at the site level. This approach enables targeted, site-specific actions to improve efficiency, manage water stress, and support more effective water stewardship across operations. In 2025, IFF engaged priority facilities through Project Blue and will continue expanding these efforts in the years ahead.

2025 Water Withdrawal by Source



Biodiversity and Ecosystems

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General disclosures. Biodiversity and nature are increasingly prominent on the global agenda, driven by regulatory and stakeholder expectations. Key frameworks such as the UN Global Biodiversity Framework, Corporate Sustainability Reporting Directive (CSRD), Nature Restoration Law, European Union Deforestation Regulation (EUDR), Taskforce on Nature-related Financial Disclosures (TNFD) and Science Based Targets Network (SNTB) require companies to demonstrate robust capabilities in assessing and managing nature-related issues. Customers, investors and other stakeholders similarly expect strong action and transparency. Based on this evolving landscape, biodiversity and ecosystems are material topics for IFF, particularly regarding impacts on ecosystem extent and condition and our dependencies on ecosystem services.

Governance of biodiversity and ecosystems including risk assessments, mitigation, targets and performance are within the purview of the Governance & Corporate Responsibility Committee of Board of Directors. The Board receives quarterly updates on progress including strategy, targets and regulatory requirements. Cross-functional committee meetings are held on a routine basis to review progress on biodiversity initiatives, ensure coordination across business units, and support alignment with enterprise level priorities.

In 2025, IFF continued to prepare to comply with the EUDR, which is expected to go into effect on December 30, 2026. During the year, IFF created a cross-functional EUDR taskforce team to continue implementing systems and processes towards EUDR compliance. For example, we completed a thorough review of our portfolio to assess products in scope under the legislation, as well as conducted supplier surveys to gain a better understanding of supplier readiness for compliance. We also worked with our EUDR solutions provider to develop risk assessment and risk mitigation workflows, including establishing connectivity to the European Commission's online platform. Looking ahead, the IFF EUDR taskforce team will continue to work towards compliance and monitoring regulation changes in 2026.

OUR APPROACH

POLICIES

Given the complexity of biodiversity and ecosystems management, this topic is covered in several IFF policies:

- [Global Environmental Sustainability Policy](#)
- [Responsible Sourcing Policy](#)
- [Sustainable Palm Oil Policy](#)
- [Sustainable Soy Policy](#)

These policies are structured around our commitment to promoting regenerative ecosystems while working to achieve zero deforestation for strategic raw material supply chains. IFF actively promotes the enhancement of biodiversity conditions through targeted ecosystem management programs. We work with suppliers, partners and local communities to implement sustainable management practices that maintain or improve biodiversity status.

STAKEHOLDER ENGAGEMENT

The social dimensions of biodiversity impacts are addressed through our comprehensive stakeholder engagement framework. We actively engage with local communities, indigenous peoples and other stakeholders affected by our operations and sourcing practices. IFF has developed a comprehensive approach to managing impacts on priority ecosystem services. Our strategy involves regular stakeholder engagement and consultation with local communities to understand their needs and concerns regarding shared biological resources. For more information, please see [page 28](#).

Biodiversity and Ecosystems (continued)

NATURE & BIODIVERSITY ASSESSMENT & PRIORITIZATION

IFF completed a TNFD LEAP-aligned biodiversity risk assessment to evaluate potential interactions between our operations and sensitive ecosystems, key biodiversity areas, high integrity habitats, ecosystem service hotspots, and water-related risks. Building on these insights, we undertook a broader nature and biodiversity baseline assessment aligned with SBTN Steps 1 and 2 (Assess & Prioritize, respectively), expanding the analysis to our upstream supply chain. This work included data processing, materiality screening, life cycle assessment and spatial analysis to quantify environmental pressures and identify where they overlap with geographies in which nature is most at risk. In partnership with an independent expert, we advanced a prioritization process that clarifies the commodities, regions and nature-related issues most critical for future strategic focus, supporting IFF's ongoing efforts to strengthen nature stewardship and progress toward our existing commitments, including regenerative ecosystems and zero deforestation.

Through this assessment, we have enhanced our ability to identify, prioritize and address biodiversity-related risks, supporting the continued evolution of our broader nature strategy. For example, IFF was able to define preliminary target boundaries for material pressures and begin interpreting the relationship between value chain impacts and underlying ecological conditions as part of SBTN Step 2. The resulting prioritization insights highlight the commodities, regions and nature-related issues most critical for future mitigation and strategic focus.

The analyses completed through this work have significantly deepened IFF's understanding of nature-related impacts and dependencies across our operations and supply chain. Results are informing the development of business unit sustainability and biodiversity strategies; supporting responsible sourcing priorities; and strengthening progress toward our existing nature-related goals, including promoting regenerative ecosystems and achieving zero deforestation within strategic raw material supply chains.

STRATEGIC RAW MATERIALS

IFF's biodiversity risks, impacts and opportunities are closely tied to our business model as it relates to the sourcing of strategic raw materials. In 2025, we continued to review our portfolio of strategic raw materials for risk-assessment and mitigation activities. We expanded our portfolio from 2024 by including more than 70 raw material categories that covered 41% of our natural materials spend. Through engaging with and collecting traceability data from our suppliers, we achieved 95% traceability (to country of harvest level) and 70% responsibly sourced raw materials, based on the results of our internal Responsible Sourcing Risk Assessment Tool (see more on [page 50](#)), our suppliers' third-party assessments and audits, and other efforts including Human Rights risk assessments and certification programs.

Two of our most important strategic materials are palm and soy.

PALM

The unsustainable production of palm oil can be linked to deforestation, conversion of other natural ecosystems, biodiversity destruction and human rights abuses. IFF does not source palm from mills and plantations directly and is not involved in the primary production of palm oil. Our purchases of palm-based raw materials include processed palm oil, sourcing materials that contain refined palm oil, derivatives, and fractions. Our first-tier suppliers include refineries, oleochemical companies supplying refined palm oil and derivatives, and distributors of products that contain some volumes of palm-based derivatives.

IFF operates primarily in the business-to-business (B2B) market, which means that we are a midstream company in the palm oil supply chain. With our global presence, both in terms of manufacturing and the markets we serve, we believe that partnerships throughout our supply chain play an important role in supporting the availability of sustainable products.

In 2025, we reviewed and refreshed our Sustainable Palm Oil Policy following the results of our annual traceability investigation with targets to 100% Deforestation-and-Conversion-Free (DCF) palm supply chains with a cutoff date of December 31, 2015, and 100% Traceability to Mill (TTM) and 100% Traceability to Plantation (TTP) by 2030. In line with this policy, we are committed to sourcing palm oil in a sustainable manner from deforestation- and conversion-free palm oil supply chains. That implies, for example, contributing to the protection and conservation of forests, peatlands, and biodiversity; respecting human rights; contributing to better livelihoods; and ensuring transparency about palm oil origin. Sustainability is central to the way we

Biodiversity and Ecosystems (continued)

source and work with suppliers, and we are committed to driving improvement through our palm oil supply chain and contributing to the transformation of the wider palm oil sector. Our intention is to source all palm oil sustainably.

As a member of the Roundtable on Sustainable Palm Oil (RSPO)—a global, multi-stakeholder initiative to develop and implement global standards for sustainable palm oil—we seek to ensure that our palm oil supply chain does not contribute to deforestation, peat clearance or human rights abuses. Access IFF’s RSPO Annual Communication of Progress (ACOP) submissions [here](#).

As an RSPO member, we are committed to supporting palm globally through certified volumes. As of 2025:

- 60.0% of our total palm volume is RSPO certified
- 32.5% of our total palm volume is RSPO Segregated (SG) certified⁸
- 27.5% of our total palm volume is RSPO Mass Balance (MB) certified⁹
- 32 of our plants currently meet the standards of RSPO Supply Chain Certification

In 2025, we also continued to engage with peers and member companies through Action for Sustainable Derivatives (ASD), an industry-led platform that brings together companies in the cosmetics, home and personal care, and oleochemicals industries to collectively tackle supply-chain issues around palm oil and palm kernel oil derivatives. ASD facilitates the

sharing of relevant information, data, constraints and solutions to achieve a wholesale sustainability transformation of the complex palm derivatives sector. In 2025, through the palm traceability investigation with ASD, IFF achieved 70.7% DCF volumes and 95.8% TTM and 80% TTP.

SOY

The production of soy continues to expand rapidly in tropical regions due to rising global market demand. This growth has also been associated with increased environmental and social risks, including threats to biodiversity-rich biomes. Although IFF does not produce soybeans, our purchasing includes soy-based raw materials. Our first-tier suppliers are manufacturers, traders, refiners, cooperatives, and producers that use soybeans grown predominantly in the United States.

We believe soy should be produced in a sustainable manner by conserving native vegetation and biodiversity while also respecting human rights. We are also committed to transparency in the sourcing of soybeans. As a member of the Round Table on Responsible Soy (RTRS)—a multi-stakeholder initiative that aims to facilitate a global dialogue on soy production that is economically viable, socially equitable, and environmentally sound—we seek to support sector-wide transformational change while working to improve our own supply chain.

In 2025, we reviewed and refreshed our Sustainable Soy Policy following the results of our annual traceability

investigation with targets to 100% Deforestation-and-Conversion-Free (DCF) soybeans and soy white flakes sourced and processed in North America and Brazil (with a cutoff date of July 22, 2008 for the Amazon Biome and December 31, 2020 for all other biomes), 100% Traceability to Municipality/County (TTM) and 100% Traceability to Farm (TTF) by 2030.

Traceability also plays a crucial role in the soy supply chain in Brazil, particularly given the environmental and social sensitivities associated with soy production. As soy can be sourced from Brazil’s biodiverse Cerrado or Amazon biomes, ensuring transparent monitoring of land use is imperative to ensure the procurement of DCF commodities. In 2025, we continued to partner with an independent, third-party advisor to conduct supply chain mapping and risk assessment for IFF’s soy-based volumes in the US and Brazil. Our second-year soy traceability investigation determined that 88% (+18% since 2024) of our global soy supply chain consisted of DCF volumes, including 97% TTM and 91% TTF (+9% and +81%, respectively).

⁸ SG characteristics: 1) No mixing (certified palm oil is kept separate from non-certified palm oil); 2) Higher assurance (final product contains only certified sustainable palm oil); 3) Traceability (clear and traceable supply chain from certified sources to the final product).

⁹ MB characteristics: 1) Mixing allowed (certified and non-certified palm oil can be mixed); 2) Volume tracking (tracks the volume of certified palm oil entering and leaving the supply chain); 3) Flexibility (easier transition to sustainable palm oil).

Resource Use and Circular Economy

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General disclosures. For circular economy, our materiality assessment focused on resource inflows, including resource use such as strategic raw materials, as well as resource outflows related to innovative products and services. Circular economy principles are fundamental to IFF's approach to innovation, as exemplified by our Life Cycle Assessments (LCA) capabilities ([see page 18](#)) and our Innovation for Sustainability (I4S) assessment program ([see page 22](#)).

Governance of circular economy principles is within the purview of the Governance & Corporate Responsibility Committee of the Board of Directors. The Board receives quarterly updates on progress including strategy, targets and regulatory requirements.

OUR APPROACH

POLICY

The principles of circular economy as they relate to creating new products that are more sustainable are covered generally by our [Environmental Sustainability Policy](#), which recognizes the need to reduce our environmental footprint not only within our operational control but also throughout our value chain. We support our manufacturing facilities in their transition to low carbon manufacturing as well as reducing our waste and water use volumes. There are also specific

scientific methodologies covering the I4S program, as well as widely accepted standards for conducting Life Cycle Assessments, such as ISO 14040.

VALUE CHAIN SCREENING

Key circular economy principles exist throughout our value chain and are embedded in the four pillars of our sustainability communications framework ([see page 8](#)): Conscious Sourcing, Intentional Innovation, Operating for the Future and Partnerships of Impact. The following sub-sections will address how sustainability is incorporated into each of the pillars as it relates to resource inflows and outflows of responsible product design.

Conscious sourcing

Through our risk-based and value-driven commitment to responsible sourcing, we seek to ensure ethical practices throughout our supply chain while reducing impact to the environment and supporting workers and grower communities. In fact, environmentally, ethically and socially responsible sourcing anchors our commitment to creating sustainable solutions for IFF customers. Starting at the source, we continuously work to strengthen the transparency, traceability and diversity of our supply chain while also reducing its impact on the planet. In addition, we seek opportunities to advance the livelihoods of workers, grower communities and other individuals throughout our supply chain. We strive to source materials that have been certified by credible, internationally recognized, third-party

environmental and social responsibility certification programs. We also partner with our suppliers to achieve ingredient certifications for strategic supply chains, which support the conservation of biodiversity, ecosystems, natural resources and improvement in the livelihoods of farmers and workers involved in our supply chain.

Certification is a strategic tool to advance responsible sourcing models and strengthen our due-diligence approach in priority and high-risk raw material supply chains, bringing traceability and transparency to our practices. It also creates incentives for our various stakeholders across the value chain while reinforcing our actions at the source.

Our team empowers strategic suppliers through capacity-building programs supporting the implementation of credible certification schemes, such as Fair for Life (FFL) by Ecocert. Among other expectations, FFL certification involves an annual audit that rates companies out of 100 possible points to assess compliance with strict social responsibility and environmental standards. In 2025, 13 new IFF suppliers reached FFL certification. This is part of our road map to support continuous improvement, accountability and long-term positive impact throughout our supply chain.

In addition, one of our LMR sites in Grasse, France is now registered as a Fair for Life and Fair Life Certified Partner. Among other benefits, this designation allows us to verify ethical sourcing of ingredients; reduce risk in the supply chain; and further support the communities from which we source raw materials. [Learn more.](#)

Resource Use and Circular Economy (continued)

As of 2025, we offer:

- 70 natural ingredients certified For Life by Ecocert
- 12 natural ingredients certified Fair For Life by Ecocert
- 4 natural ingredients certified FairWild
- 88 natural ingredients certified Organic by Ecocert
- 50 essential oils, absolutes and other natural extracts approved COSMOS by Ecocert
- 10 natural ingredients certified Rainforest Alliance

For more information on our approach to responsibly sourcing strategic raw materials, please see [page 36](#).

Intentional innovation

Next, following our commitment to conscious and responsible sourcing, we take those vital inputs and use them to spark new ideas at the intersection of science and creativity. Through our world-class R&D program, we are always rethinking and evolving our approach to cutting-edge innovation by developing new solutions that are solving real-world challenges, from improving home and personal care and empowering health and well-being to transforming food systems and accelerating climate action. With our broad capabilities, exceptional scientific expertise and robust portfolio, we are able to meet our customers' changing needs

and goals through our commitment to sustainable innovation. Leveraging our unique strengths, we are embedding sustainability into our product development processes in ways that are mindful of environmental and social factors. For more information, please see [page 14](#).

Operating for the future

Life cycle assessment is a quantitative assessment of environmental impacts across all stages of the product life cycle—from raw material acquisition to manufacturing (cradle-to-gate), and ideally distribution, product use and disposal (cradle-to-grave) or reuse/repurposing (cradle-to-cradle). LCAs play a pivotal role in steering innovation and delivering more sustainable product solutions, as they can provide a deeper understanding of the potential trade-offs and potential risks throughout the life cycle of the product. The process also enables our businesses to leverage circular design thinking and make more informed decisions from the R&D, commercial and operations perspectives.

For more information, please see [page 17](#).

Partnerships of Impact

The Innovation for Sustainability (I4S) [methodology](#) uses a collaborative approach based on cross-functional partnership to advance sustainability in new product launches. In the three years since it was introduced as an internal tool, we have been able to assess relevant sustainability risks and benefits—and their magnitude and likelihood to materialize—along the entire product life cycle of a new product innovation in both relative and absolute terms, resulting in a conclusion on the product's sustainability value proposition. According to I4S, an innovation assessed as having a sustainability value proposition must show a relevant and realistic sustainability benefit compared to an appropriate benchmark without substantial, unmanageable risk.

For more information on our partnerships of impact, please see the section beginning on [page 20](#).

Own Workforce

MATERIALITY AND GOVERNANCE

Our approach to determining material impacts, risks and opportunities is described in General disclosures. Our assessment for Own workforce showed two material sub-topics: Equal treatment and opportunities for all and Working conditions.

The core of our business success stems from the creativity, passion, expertise and talent embodied by our people. As of the end of 2025, we had approximately 21,445 employees worldwide. Tailored workforce strategies and talent initiatives drive professional growth and engagement, aligned with our business objectives.

Our Human Resources (HR) operating model, overseen by our Chief People & Culture Officer and deployed by an agile global team, focuses on defining talent requirements in partnership with the business; designing talent programs that execute on business strategy; and delivering the right people services and talent solutions to all our global sites. IFF's HR Centers of Expertise are also critical drivers of our business. They comprise the following key areas: Workforce Planning; Talent Analytics; Talent Acquisition; Talent Management; Development; Learning Solutions.

OUR APPROACH

POLICIES

The following policies relate to how we manage our own workforce

Global Equity Policy: to provide equal employment opportunities to our employees.

Global Human Rights Policy: covers actions to respect the fundamental human rights of all people.

Code of Conduct: to create and maintain a diverse workplace and be an inclusive colleague.

Global Environment, Health and Safety Policy: to maintain a safe work environment for all.

Global Reasonable Accommodations Policy (internal): to provide equal opportunity and reasonable accommodations to employees with disabilities.

Our internal Global Parental Leave Policy provides 100% fully paid leave for employees regardless of gender. This benefit applies to childbirth, adoption and surrogacy, and is available to every employee across our global operations. As a global benefit, this policy exceeds statutory requirements in most countries where we operate.

Under the Policy, all new parents employed by IFF, regardless of gender identity or expression, are entitled to 16 weeks of fully paid parental leave. The Policy covers birth parents, adoptive parents, same-sex parents and parents who welcome a child through surrogacy. Eligibility begins immediately once an employee becomes benefit-eligible, in accordance with local laws.

Own Workforce (continued)

CULTURE AND VALUES

IFF's success is built on the foundation of our shared values and culture. Our core values are the fundamental beliefs that guide our every action we are **Partners, Passionate, Persistent** and **Principled** (see [page 7](#)).

One way we stay engaged with employees is through our Culture Ambassadors, who serve as volunteer liaisons between their site and the corporate culture team. They work with local HR teams to facilitate events and gather feedback on how to improve IFF culture, creating a direct channel for employees to articulate thoughts, ideas and concerns. Culture Ambassadors are equipped with the training and resources to champion unique initiatives while ensuring that any corporate initiatives align with local preferences. With their leadership, we are localizing our culture by making it tangible and impactful. Across four regions—spanning more than 60 countries—our more than 150 IFF Culture Ambassadors build meaningful connections every day among local colleagues while bringing our values and culture principles to life. Their efforts to promote culture initiatives made a significant impact in 2025 to drive driving positive change at our sites and strengthen employee- bonding opportunities.

EMPLOYEE SENTIMENT

In November 2025, we launched our annual Engagement Survey to understand what matters most to our employees. Participation was voluntary, but with the survey being made available in multiple languages, we were pleased to achieve an impressive 87% response rate with strong representation across major groups. We also achieved a 77% employee engagement index (a continued increase from 73% in 2024 and 65% in 2023), which measures the extent to which employees are motivated to contribute to organizational success and willing to apply discretionary effort.

Employee responses to the survey were confidential and all reports provided by our third-party survey administrator to IFF were aggregated and anonymized. The survey covered a variety of topics, including rating job satisfaction with IFF as a place to work.

From the results of the 2025 survey, several key themes emerged. For the third consecutive year, our highest scores were in safety, ethics and diversity. We also saw improvements from the prior year in the areas of growth & development and innovation.

The areas of greatest opportunity for continuous improvement identified were related to decision-making, accountability and recognition. In addition to global feedback that informs targeted action plans at the corporate level, people managers are given the personalized, anonymized results so they can conduct follow-up feedback sessions and develop more specific action plans that are meaningful and targeted for their teams.

TALENT MANAGEMENT**Performance reviews**

IFF's Performance Management Process (PMP) is designed to provide structured feedback, clear accountability and thorough performance documentation to ensure employee contributions align with broader team and organizational objectives. The process starts each year with goal setting, followed by midyear discussions and year-end reviews. Throughout the year, employees and managers engage in regular one-on-one meetings and agile career development coaching sessions. This approach ensures that employees focus on achieving meaningful and relevant goals while regular feedback on how their contributions connect to broader organizational strategies.

All permanent employees who were eligible for 2025 performance reviews (i.e., all employees who joined IFF prior to October 1) participated in the year-end review process. During this process, eligible employees complete self-evaluations and managers provide performance reviews and ratings during collaborative feedback discussions. In 2025, 99% of eligible employees received personalized performance feedback and ratings; 1% were ineligible or on leave. Employees can also request multidimensional feedback through our performance management platform at any time, further supporting their growth and development goals.

Own Workforce (continued)

Benefits and employee support programs

As an industry leader, we offer competitive compensation, comprehensive benefits and a robust total rewards program. Eligible employees in the US (e.g., those regularly working more than 20 hours per week) have access to a broad range of benefits, including paid time off, life insurance, medical, dental and prescription care, long- and short-term disability coverage, global parental leave, retirement plans and stock ownership opportunities.

IFF also provides dedicated breastfeeding and lactation support, including paid break times for feeding or pumping and access to appropriate on-site facilities.

We recognize the importance of supporting flexibility and work-life balance. In addition to part-time options, our flexible working model supports productivity, talent retention and employee well-being.¹⁰ The program offers three work-arrangement categories:

- **Anchor:** roles requiring a full-time presence at a physical worksite (five days per week).
- **Flex:** roles that involve both on-site and remote work (typically two to five days per week at a worksite).
- **Remote:** roles that can be performed from any location (typically requiring zero to one day per week on site).

We also offer additional benefits. For example, to further support holistic well-being, IFF provides a global Employee Assistance Program (EAP), which is available to all employees and their household family members. The EAP, available 24 hours a day, seven days a week, offers free, confidential support, including counseling, crisis intervention and

resources to address stress management, mental health, relationships, substance abuse and legal or financial challenges. Employees may also access a wide range of wellness tools and educational resources through the EAP provider's online platform.

In addition, we promote healthy lifestyles through various initiatives. For example, in the US, our wellness incentive program, in partnership with our health insurance provider, supports employees and their spouses or domestic partners in achieving health goals and reducing health plan premiums. Participants can earn points for completing preventative care activities, wellness challenges and other programs that encourage sustainable, healthy habits.

Gender pay data

We take an active role in reviewing our operations and decisions to promote inclusion, eliminate gender bias and support equal opportunity, including as it relates to recruitment, opportunities for advancement and remuneration policies.

We are also committed to maintaining transparency on gender pay data. The formula we use for calculating our gender pay gap information is as follows:

$$X = \left[\frac{\text{average pay of men} - \text{average pay of women}}{\text{average pay of men}} \right] \times 100$$

¹⁰ Employee hybrid work profiles are determined between each employee and their manager, based on role and job function, preferences, team dynamics and other leadership and morale considerations.

¹¹ This is calculated as the average pay of women divided by the average pay of men; it excludes employees who have not declared gender.

2025 FEMALE TO MALE PAY RATIO BY EMPLOYEE CATEGORY¹¹

	Base Salary (USD)	Total remuneration (USD)
Global IFF	0.98	0.97
Executive management, excluding CEO	1.03	0.93
Executive management, including CEO	0.95	0.59
Upper management	0.94	0.86
Middle management	1.00	0.96
Junior management	0.99	0.97
Operational	1.25	1.24

2025 GENDER PAY GAP BY EMPLOYEE CATEGORY¹²
(Permanent Employees)

	Pay gap	Favored gender
Executive management, excluding CEO	-2.90%	Women
Executive management, including CEO	5.20%	Men
Upper management	6.43%	Men
Middle management	-0.14%	Women
Junior management	0.64%	Men
Operational	-24.88%	Women
Global	2.43%	Men

¹² All pay is calculated for full-time equivalent (FTE). Formula used is the difference between average male base salary and average female base salary divided by average male base salary (all salary figures converted to USD via exchange rates as of December 31, 2025). Includes mandatory compliance training hours.

Own Workforce (continued)

LEARNING AND DEVELOPMENT

We believe that our people are our greatest catalyst for innovation and performance. Empowering employees with opportunities to learn, grow and lead continued to be a core priority in 2025. Our learning strategy focused on creating accessible, relevant and impactful development experiences aligned to organizational needs, enabling employees across all regions and job levels to build the capabilities required for long-term success.

In 2025, employees continued to engage deeply in learning, with participation reflected across gender, age group and employee category (see table). Of our total workforce, 98% of employees were considered “active learners,” regularly taking part in learning and development opportunities as well as mandatory compliance training throughout the year. Learning hours remained strong across the organization, with 212,503 total learning hours completed, averaging 9.9 hours per employee across global permanent employees. This demonstrates a sustained commitment to continuous growth and development amid dynamic business needs.

Expanded learning opportunities

In 2025, IFF significantly broadened access to continuous learning opportunities through the launch of the new Growth + Development Hub, a centralized, one-click gateway to learning resources. The Hub provides employees with a clear and intuitive entry point to explore learning programs, skill building resources, and performance tools aligned to key development priorities, empowering every employee to take ownership of their development.

Throughout the year, IFF delivered a consistent cadence of professionally facilitated, live, interactive virtual learning sessions. These monthly offerings focused on priority development topics and engagement themes that strengthened leadership, management, communication, collaboration, and personal effectiveness across the enterprise. These facilitated experiences provided employees and managers worldwide with consistently available, cross-enterprise collaborative learning experiences.

IFF also expanded our library of structured, self-paced learning paths. These curated opportunities include short e-learning courses, videos, articles, and toolkits on the most critical development and engagement topics across the company. Additional resources were made available through our online Growth + Development Hub, including one-click access to LinkedIn Learning, top professional certification programs, AI-focused courses, and IFF Lingo language program.

To further support leadership growth across all levels and roles, IFF launched the Leadership Competencies Resource Center, offering detailed competency definitions and behaviors, leader videos, downloadable coaching toolkits, and targeted experiential and formal learning resources.

Learning and development will continue to play an essential role in establishing IFF as a high-performing, inclusive and future-ready organization for our employees. Through thoughtfully curated content, live learning experiences and blended programs, we remain committed to ensuring every employee has the opportunity to thrive, contribute and grow at IFF.

2025 AVERAGE HOURS OF TRAINING PER EMPLOYEE BY GENDER, EMPLOYEE CATEGORY AND AGE

(Permanent employees, global; includes mandatory compliance training hours)

	Total Employees	Total Hours	Average Hours
Male	12,870	129,705	10.1
Female	8,392	81,792	9.7
Not disclosed	182	1,005	5.5
Executive management	10	45	4.5
Upper management	69	738	10.7
Middle management	1,540	15,676	10.2
Junior management	7,741	86,157	11.1
Operational	12,084	109,887	9.1
<30	3,660	32,480	8.9
30–50	12,344	126,419	10.2
>50	5,440	53,604	9.9
Total	21,444	212,503	9.9

Own Workforce (continued)

Mentoring program

The IFF Global Mentoring Program supports the growth and development of our people by expanding their knowledge, strengthening internal networks, and fostering a culture of collaboration and inclusion across IFF. In 2025, one global cohort participated in the program, comprising 464 mentors and 519 mentees. Together, participants completed more than 5,500 mentoring hours, meeting the program's internal goal of engaging for at least one hour per month.

To enable meaningful and consistent development, mentoring pairs were provided with online tools and resources to set goals, track milestones and monitor progress throughout their mentoring relationships. This structured approach helps ensure a positive learning experience and supports participants' ongoing career development.

Leadership development

Challenging and relevant development experiences continue to be central to building a robust, future-ready leadership pipeline at IFF. Through thoughtfully designed programs grounded in our core values, operating model and leadership competency framework, we empower IFF leaders at every stage of their career journey to broaden their capabilities and drive meaningful, enterprise-level impact.

In 2025, we introduced a suite of modern, scalable programs intentionally aligned with IFF's leadership expectations and informed by insights from our latest leadership assessments. These assessments help ensure each program is targeted to current business needs and evolving organizational priorities. The evolution of our leadership development strategy reflects our ongoing commitment to fostering a culture of continuous growth and adaptability. For example:

Accelerated Leadership Development Program (ALDP):

This highly selective program challenges a small cohort of high-performing senior talent to deepen their self-awareness and leverage their insight to lead under pressure, empower team performance and guide enterprise-level change. The program is a nine-month learning journey that blends immersive, experiential, in-person and virtual sessions, enriched by executive and peer coaching.

Frontline Leader Development Program (FLDP): Designed for frontline people managers, the FLDP builds essential skills required to lead engaged, high-performing teams in a dynamic and evolving work environment. Delivered over four months through live virtual sessions, the program enables participants to build insight into their strengths and development areas while gaining practical strategies to foster team engagement, strengthen performance, and support operational excellence.

Aspiring Manager Program (AMP): The AMP is an intensive eight-week blended learning experience that prepares highly motivated individual contributors for future people management roles. The curriculum focuses on core management and leadership skills including emotional intelligence, trust building, influencing without authority, strategic thinking, and foundational business acumen.

Plant Manager Program: The Plant Manager is a six-month blended program that develops both core leadership behaviors and critical functional skills required in plant operations through live virtual sessions, self-directed learning, and peer learning teams.

INCLUSION AND BELONGING

As a global company, we celebrate the diversity of our workforce and the uniqueness that each individual brings to IFF. Our culture of inclusion and belonging that enables diversity to thrive is one of our core competitive advantages. IFF is a place where belonging isn't just an aspiration—it's our reality. It is a place where everyone is welcomed, and our individual differences make us collectively stronger.

Our values and principles continue to guide all we do:

- We believe in creating an inclusive environment where all individuals can thrive and do their best work.
- We believe an environment of belonging leads to engagement and productivity.
- We believe diverse teams enhance creativity and innovation leading to better business outcomes.
- We believe in measuring the diversity of our workforce and strive to represent the communities and customers we serve.
- We believe it is our responsibility to ensure our policies and practices create equal opportunities and conditions for all individuals to thrive.
- We believe in choosing the best person for a role after intentionally considering candidates from diverse backgrounds.

For more information on our gender, age and ethnic diversity, please see the performance data tables beginning on [page 71](#).

Own Workforce (continued)

We encourage our people to learn from people outside their day-to-day roles to collaborate and learn together. IFF's eight employee resource groups, or Colleague Communities, are a vital platform for engaging employees at IFF—providing grassroots insights about the lived experience of their constituents, facilitating unique growth opportunities, and helping to build a more inclusive IFF for all. They offer new types of cultural education as well, including initiatives designed to increase awareness, understanding, and respect for different cultural backgrounds, practices, and perspectives. Membership in Colleague Communities is open to all employees, including for those who identify as members of the group and for those who wish to join as allies. Each Community also has an Executive Sponsor who is an Executive Leadership Team member reporting to the CEO.

For example:

- **AccessAbilities@IFF** provides a community for colleagues who care about disability, learning differences, special needs or neurodiversity, whether for themselves or as a caregiver to a child, relative or friend.
- **ACE@IFF** (Asian Colleagues for Equity, Empowerment & Excellence) promotes an inclusive and empowered environment for colleagues of Asian heritage and their allies.
- **BE@IFF** (Black Excellence) advocates for and supports an inclusive and equitable environment for all Black/African American employees at IFF and beyond.
- **NextGen@IFF** fosters the personal and professional development of IFF's early career professionals and emerging talent through the support of a strong community of worldwide peers and allies from across the business.
- **PRISMA** leads the way in sustaining a culture that welcomes our LGBTIQ+ colleagues in bringing their authentic selves to work and celebrating Pride around the world while ensuring IFF remains an inclusive workplace for all colleagues.
- **SERVE@IFF** (Supporting Emergency Responders and Veterans Engagement) offers a supportive setting for employees who serve or have selflessly served their communities in at times dangerous situations.
- **IFF UNIDOS** makes IFF stronger through better representation, advancement and inclusion of colleagues of Latin and Hispanic cultures and their allies.
- **Women@IFF** creates an inclusive space where women can advance their skills and leadership potential through connection, mentorship, collaboration and discussion.

Health and Safety

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General disclosures. The large scale of IFF's operations, manufacturing processes makes the health and safety of our employees a material topic for IFF's own workforce. We support our people and the communities in which we operate by being committed to continuously improving our safety program.

The Presidents of each of IFF's Business Units (BUs) have responsibility over Environmental, Health and Safety (EHS), which consists of BU EHS leaders and those with specialized competencies in the EHS field. Site managers and first-line supervisors are responsible for enforcing safety procedures at every location worldwide, and they are held accountable for their site's safety and environmental outcomes; meeting their safety objectives; and investigating and resolving any incidents that may occur (including defining root causes and related action plans). Line managers set safety standards and expectations and are involved in employee incident investigations and compliance assessments.

Typically, manufacturing site safety committees meet monthly, and R&D/creative center safety committees meet quarterly. These safety committees represent all employees at their respective sites and address safety-related issues with leadership. Site management has final authority over site initiatives but must align with the safety committees.

OUR APPROACH

POLICY

IFF's [Global Environment, Health & Safety Policy](#) demonstrates our commitment to maintaining a safe work environment for all employees, business partners, contractors, consultants and temporary employees or secondees. This policy is translated into local languages and available as posters at sites around the world. Our internal Global Incident Management Policy establishes a uniform method of reporting and classifying incidents, conducting investigations and managing work-related incidents in accordance with IFF expectations and local regulatory requirements. It is carefully tailored to avoid stifling communications regarding safety incidents, and all employees are encouraged and expected to escalate their concerns on these matters.

ZERO INJURIES, ZERO INCIDENTS, 100% COMPLIANCE

We strive to achieve an incident-free workplace and world-class safety performance in addition to complying with all local regulations. Our pursuit of excellence and best-practice guidelines drive us to go beyond regulations to keep our people and facilities safe and environmentally friendly.

Our comprehensive EHS management system covers 100% of employees and contractors for activities at sites globally and is designed to manage risk in alignment with regulatory compliance requirements. Integration of the EHS management system was established to proactively prioritize and address our most significant risks identified by our internal

risk-assessment practices. The IFF EHS management system is modeled to align with ISO 14001 guidelines, as many of our large manufacturing sites are certified under the corporate ISO 14001 certificate. Employees, contractors, and visitors are expected and encouraged to uphold all IFF's policies, report any incidents and suggest opportunities that will improve the safety of work sites.

Local teams report safety performance to their respective BU global EHS team, who reviews all incidents and works with local teams to support investigations and resolve issues as appropriate, including identifying corrective actions and safety improvement plans. To ensure a rigorous safety and compliance culture, site management teams conduct safety observations, near miss reporting and self-assessments (or first party audits). External site audits also provide support and verification of our processes.

We also strive to mitigate EHS risks and minimize our impact on the environment and the communities in which we operate. Occasionally environmental matters arise that require reporting and corrective action plans. These matters may include events such as permit deviations or containment release incidents and are evaluated and reported as part of IFF's internal Global Incident Management Policy. IFF leverages lessons learned from these events to continuously improve as we strive for zero events.

Health and Safety (continued)

TRAINING

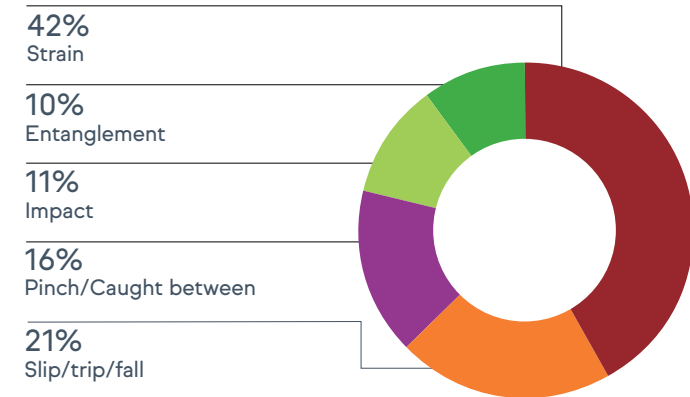
EHS training for employees is customized for each site based on local and global policies and regulations. Ongoing mandatory training is also held for EHS managers and teams on topics related to key safety priorities that reflect regulatory requirements and example practices.¹³ Each BU EHS team analyzes safety incident data and internal audit performance data and identifies trends and training needs for the year, as well as competency areas for improvement. Ongoing mandatory training is also held for EHS managers and teams on topics related to key safety priorities that reflect regulatory requirements and best practices.

Monthly network training sessions are held for EHS professionals and site managers on specific topics driven by the BU EHS teams and divisional/regional leaders. All sites are requested to assess policy requirements via an established road map with action items to manage full compliance based on the policy implementation timeline. Tools are provided to help support this process and enhance policy implementation work.

MANUFACTURING RISK MANAGEMENT AND OBJECTIVES

IFF's established corporate EHS objectives are developed for all manufacturing locations based on recognized safety and health impacts at our operational facilities. Through the end of 2025, the Global EHS team developed a set of key objectives and critical operating tasks aligned to address our most significant risks and current control capability. Our EHS policies—a key part of our EHS management system—are compliant with OSHA regulations as a global benchmark for the most stringent regulatory requirements. As new or revised global policies are implemented, manufacturing sites are required to perform gap assessments that identify required changes to implement any new requirements. Our internal audit process evaluates implementation of policies, EHS objectives and programs at select sites based on size, geography and risk. Injury and illness results are analyzed monthly to identify trends and progress against EHS objectives.

We also have multiple facilities certified in ISO 45001. ISO 45001 is an international standard that specifies requirements for an occupational health and safety (OH&S) management system. It provides a framework for organizations to manage risks and improve OH&S performance. The standard establishes criteria for an OH&S policy, objectives, planning, implementation, operation, auditing and review. Key elements include leadership commitment, worker participation, hazard identification and risk assessment, legal and regulatory compliance, emergency planning, incident investigation and continual improvement. ISO 45001 utilizes the Plan-Do-Check-Act methodology to systematically manage health and safety risks. It applies to organizations of all sizes and can be integrated with other ISO management system standards.

2025 Lost Time Incidents¹⁴

¹³ Our approach for reporting EHS incidents and the criteria we use for corporate tracking was based on US Occupational Safety and Health Administration (OSHA) standards in 2025.

¹⁴ IFF calculates TRIR and LTIR by estimating hours worked based on the Global HR monthly headcount figures and an assumption of a 40-hour work week, 50 weeks worked per year. For 2025, overtime hours were added to the hours worked calculation when they were available. Rates are presented per 200,000 hours worked. An injury or illness is classified as a Lost Time Injury (LTI) when the employee is unable to work for one or more days after the injury. For better local alignment with OSHA, differences in the prescription of medical leave are considered. The determination is decided by the medical lead or nurse, in collaboration with the regional safety lead.

Health and Safety (continued)

EHS PERFORMANCE

In 2025, IFF continued to strengthen our EHS performance and culture. We delivered further reductions in recordable injuries while advancing a multiyear transformation of our incident management approach toward a severity- and high potential-based model aligned with ASTM E2920 (a standard global framework for tracking safety performance) to emphasize the prevention of life-altering and high-energy events.

IFF introduced critical policies (including Working at Height, Occupational Exposure Assessment, Storage Racking Standards, Governance & Auditing, Grounding & Bonding and Groundwater Protection). We completed targeted ISO 14001 activities, and scaled leading indicator programs, including root cause analysis investigator training, near-miss and safety observation campaigns.

Companywide, in 2025 our Total Recordable Incident Rate (TRIR) was 0.30 per 100 employees and supervised contractors (with 75 recordable injuries), a 21% reduction from the prior year. Our Lost Time Injury Rate (LTIR) was 0.08 per 100 employees and supervised contractors (with 20 lost time incidents), a 39% reduction from the prior year.

In parallel, to establish a forward-looking benchmark for 2026, we retrospectively applied our new Critical Injury Rate (CIR) methodology to 2025 data. Following end-of-year classification reviews, the 2025 CIR benchmark is 0.03, which informs our 2026 target of 0.02.

For more information on EHS workforce metrics, please see the Performance Data tables on [76](#).

PROCESS SAFETY

In 2025, IFF continued to strengthen our Process Safety Management (PSM) program by embedding expectations for process safety into site operations and decision-making. For example, we expanded site-level implementation of our integrated Hazard Identification and Risk Analysis and Safety System Impairment policies.

Additional sites completed risk assessments based on applicability and risk profile, supported by targeted training and hands-on site engagement, utilizing Process Hazard Analysis and Layers of Protection Analysis. Technical guidance, such as the Boiler Guidebook, continued to support identification and management of higher-risk operations. Process safety events were reviewed to reinforce learning and strengthen engineering and administrative controls.

2025 WORK-RELATED ILL HEALTH

	# of recordable cases of work-related ill health	# of fatalities as a result of work-related ill health
For all employees	0	0
For all workers who are not employees but whose work and/or workplace is controlled by IFF	0	0

PROCESS SAFETY METRICS

	2023	2024	2025
Tier 1 Process Safety Incidents Count (PSIC)	5	5	7
Process Safety Total Incident Rate (PSTIR)	0.0199	0.0202	0.0283
Process Safety Incident Severity Rate (PSISR)	0.1789	0.0283	0.0283

Workers in the Value Chain

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General disclosures. Material sub-topics include other worker-related rights and working conditions.

Our commitment to respecting human rights is supported by IFF's Executive Leadership Team (ELT). Human rights are included in quarterly sustainability updates to the Board Governance and Corporate Responsibility Committee. One of these updates is specifically dedicated to human rights every year. To ensure our human rights commitments are effectively integrated throughout the organization, IFF has a dedicated Human Rights team to guide and implement our global programs across all Business Units.

We seek to empower our teams through formal and informal training and capability-building on human rights, including modern slavery and child labor risks. All IFF employees are required to complete annual training on our Code of Conduct, which includes our commitment to human rights. In 2025, we updated the section of the training dedicated to human rights, and this new version will be launched in the first half of 2026.

In 2025, we also updated our Human Rights Fundamentals training, available to all IFF employees, which complements our mandatory Code of Ethics training. This training aims to reinforce our employees' understanding of human rights risks and better integrate human rights considerations into their day-to-day activities and decision-making. To complement these online trainings and other tools, the Human Rights team conducts bespoke live training sessions for key internal functions such as procurement, commercial teams and perfumers.

Additionally, to help identify potential human rights risks in our supply chains, we continuously revise and update other resources, such as field visit checklists, that support roles that engage directly with our suppliers on a regular basis (e.g., procurement leads, agronomists, vendor quality specialists, trade compliance).

OUR APPROACH

POLICIES

- [Code of Conduct](#)
- [Our SpeakUp: Reporting Concerns & Non-Retaliation Policy](#)
- [Vendor Code of Conduct](#)
- [Environmental Sustainability Policy](#)
- [Responsible Sourcing Policy](#)
- [Sustainable Palm Policy](#)
- [Sustainable Soy Policy](#)
- [Global Human Rights Policy](#)
- [Animal Testing Policy](#)
- [Animal Testing Statement](#)

Our Environmental Sustainability Policy and Responsible Sourcing Policy, which apply to all direct and indirect suppliers, supplement our Vendor Code of Conduct to provide guidance and direction on global environmental and social challenges in IFF's value chain. For example, as outlined in these policies, we expect, encourage and support our suppliers to:

- Carry out greenhouse gas emissions reduction transition plans in their operations, as well as approach their own suppliers in conducting similar practices.
- Create a sustainable plan to use renewable energy throughout their operations.
- Perform water risk assessments (acting on risks where applicable) and to have a water stewardship program in place that includes reduction and reuse projects.
- Have waste reduction processes in place, including reduction in, but not limited to, packaging and shipping material, with special intention to eliminate virgin and single-use plastic.
- Commit to environmental conservation and biodiversity enhancement by protecting natural ecosystems from deforestation, conversion and degradation.

Workers in the Value Chain (continued)

RESPONSIBLE SOURCING RISK ASSESSMENT

IFF's Responsible Sourcing Risk Assessment Tool helps us identify potential sustainability risks—including human rights risks—and guides our responsible sourcing programs with the support of the policies and strategies of our procurement, regulatory and legal departments. For material-specific risks, we categorize natural raw materials and renewables based on the country of harvest.

We use our Responsible Sourcing Risk Assessment Tool, a methodology developed with and validated by the Rainforest Alliance, to identify inherent supplier and ingredient sourcing risks based on country of operation and global ESG risk insights. With more than 20 sustainability indicators, the Tool identifies areas of potential risk and guides our responsible sourcing policies, programs and strategies. This includes human rights indices with datasets that incorporate IFF's full natural ingredients portfolio, as well as dashboards for improved data visualization and analysis.

IFF'S RESPONSIBLE SOURCING RISK ASSESSMENT TOOL ¹⁵ COVERS:	
20%	Environmental risks related to water, climate change, biodiversity, agriculture and deforestation, using input sources such as the World Resources Institute and the Environmental Performance Index.
50%	Social risks related to human rights and labor rights, using sources such as the International Labor Organization, International Trade Union Confederation Global Rights Index and UNICEF.
30%	Governance risks related to government effectiveness, using sources such as the Freedom in the World Index, World Bank Worldwide Governance Indicators and US Department of State Trafficking in Persons Report.

HUMAN RIGHTS

IFF is committed to respecting and promoting human rights as set out in the International Bill of Rights and the International Labour Organization Declaration on Fundamental Principles and Rights at Work. Our approach is informed by the UN Guiding Principles on Business and Human Rights and the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises. This commitment is outlined in our Global Human Rights Policy, Code of Conduct, Vendor Code of Conduct, and Responsible Sourcing Policy.

In 2025, we revised our Global Human Rights Policy to clarify the rights-holders and vulnerable groups in scope and to detail our governance and due diligence approach for human rights. This included updating our list of salient human rights issues, based on findings from both our human rights

impact assessments (HRIAs) for priority raw material supply chains since 2022, as well as from the corporate HRIA that we initiated in 2024. We have notably included new provisions relating to land rights and environmental impacts on communities.

Prioritizing and identifying risks

In 2025, with the support of a human rights management consultancy, we conducted a corporate HRIA to identify the most salient human rights issues within our own operations and supply chain. This saliency assessment was informed by internal and external stakeholder engagement to capture cross-functional views on key human rights impacts. We also engaged labor rights experts such as the Fair Labor Association, Save the Children and AIM-Progress. This exercise helped us gather critical insights that informed the revision of our Global Human Rights Policy and develop a road map for the years to come. We also used the Converged Human Rights and Environmental Due Diligence (HREDD) Assessment Tool in this process, an open-source tool designed to help businesses identify, prevent and address potential risks to human rights and the environment across their business operations and supply chains. Our assessment was vetted by a third party and we will update this on a yearly basis.

In 2023, we refreshed our Responsible Sourcing Risk Assessment Tool to include additional human rights indices, including an expanded dataset that incorporates IFF's full natural ingredients portfolio, as well as new dashboards for improved data visualization and analysis. In 2025, we

¹⁵ Weightings based on IFF's Vendor Code of Conduct.

Workers in the Value Chain (continued)

continued to use this version of the tool, containing more than 20 ESG indicators, to evaluate our business-critical spend suppliers and list of strategic natural raw materials to identify high-risk supply chains for proactive risk management.

In 2025, we assessed risks related to modern slavery and child labor across all our direct and indirect procurement categories. This assessment was informed by international standards and credible sources such as the US Department of Labor List of Goods Produced by Child Labor or Forced Labor and the Child Rights Risks in Global Supply Chains database from Save the Children and the Centre for Child Rights and Business. This assessment, particularly its methodology and findings, was reviewed and validated by a third-party human rights expert. The insights from this category risk mapping are being integrated into procurement systems, ensuring human rights commitments are further embedded in sourcing strategies, supplier qualification and engagement.

Due diligence for natural ingredients

We use additional sources of information to identify potential human rights risks in raw material supply chains, such as the UEFT responsible sourcing risk database. We also conduct human rights due diligence for strategic natural ingredients supply chains through audits, third-party led risk and impact assessments and internal field assessments. In 2025, we assessed risks related to fourteen additional supply chains, including: clove leaf in Indonesia, magnolia and osmanthus in China, guaiacwood in Paraguay and citrus fruits across multiple countries such as Brazil, Mexico and Italy. These risk assessments help us identify actions that our suppliers can implement to prevent or mitigate negative impacts on workers, farmers and communities, and opportunities for IFF and local partners to support their efforts. At IFF, we are also using these risk assessment results internally to bolster our supplier engagement activities, assessment and audit requirements and procurement strategies.

Where needed, we develop joint action plans with our suppliers and business partners to prevent or mitigate adverse impacts on workers, farmers and communities. In some cases, our suppliers engage in certification or verification schemes such as Fair for Life from Ecocert; the actions they are implementing to manage human rights risks are also considered as part of this effort. IFF teams engage suppliers on a regular basis to track implementation of these action plans and identify opportunities for IFF to support their efforts. For natural ingredients, IFF is committed to supporting suppliers' actions in two priority areas: child labor due diligence and living wage and living income.

Child labor due diligence

IFF strictly prohibits child labor and the exploitation of children. We are committed to identifying child labor and its root causes where risks arise in our supply chain. We believe that significant progress can only be achieved when there is a wider understanding of the social, economic and cultural drivers that induce child labor in the first place. Child labor is widespread in agricultural supply chains and occurs for many complex reasons, such as poverty, tradition, lack of awareness or seasonal travel of migrant workers with their families.

We work with our suppliers and other partners to find practical and culturally appropriate responses to support the prohibition of child labor. This includes structuring policies and processes to identify and remedy child labor cases, hiring and training field agents to engage farmers through continuous monitoring and working with local NGOs that can help raise awareness of child labor and children's rights. We have developed tools and trainings to help our suppliers formalize their due diligence commitment, and prevention and mitigation processes. Another important way to work on this issue is through a better understanding of the levers to eradicate household poverty for agricultural workers and smallholder farmers.

Workers in the Value Chain (continued)

Living wage and living income in our value chain

Many of our natural ingredient supply chains rely on small-holder agriculture. Growers face income variability linked to harvest performance due to external risks—weather, pest, demand and price fluctuations. Their productivity is limited by lack of investment, and they can be trapped in debt cycles. In turn, they may also have difficulty paying agricultural workers on time—and these agricultural workers often earn low and unstable wages. Processing and distillation jobs also carry an inherent risk of low wages due to the degree of informality and entry-level skills they require. The first step to understand this issue is to assess the current wage gap between actual incomes and wages and existing living wage benchmarks that may exist for the rural areas from which we source.

In 2025, we improved and deployed tools to measure actual incomes and wages across our supply chain. We conducted new studies on two supply chains with the support of independent consultants: a living wage and living income assessment for ylang pickers and farmers in Comoros, and a living income assessment for patchouli farmers in Indonesia. The results of those studies helped us further engage our local partners and support them in their progress towards fairer wages and income.

We also collaborate with suppliers and local partners to implement community programs that strengthen farmer livelihoods and promote biodiversity. These initiatives include training on good agricultural practices, crop diversification, and financial literacy to build resilience and improve income opportunities.

Collaboration and partnerships

Fostering systemic social change to improve living and working conditions in our value chain requires collaborating with other industry actors, civil society and public institutions. In addition to our memberships in Sedex and Together for Sustainability (see [page 53](#)), we also participate in several other supply chain initiatives to address challenges that may be specific to certain ingredients and/or countries. For example:

AIM-Progress: In 2025, IFF joined AIM-Progress, a global coalition of fast-moving consumer goods companies and their suppliers, working together to foster positive change in supply chains. By collaborating within AIM-Progress, we seek to promote human rights through responsible sourcing, developing solutions and sharing best practices to create significant, swift and scalable positive impacts.

Action for Sustainable Derivatives (ASD): IFF is a member of ASD, a collaborative initiative addressing supply chain issues related to palm oil and palm kernel oil derivatives. ASD aims to increase transparency, monitor risks, engage the sector and generate on-the-ground impacts to achieve no deforestation, respect human rights and improve livelihoods.

Fair Labor Association: We are an active member of the Harvesting the Future coalitions led by the Fair Labor Association, which aim to improve human rights and labor conditions for agricultural workers and their families working in the rose supply chain in Turkey and the jasmine supply chain in Egypt.

UEBT: We are engaged in the IFRA-UEBT Responsible Sourcing Initiative, a platform for information sharing and collaborative action to promote responsible sourcing risks

for key natural raw materials used in fragrance. In 2025, we joined the Bulgaria Rose Working Group, which brings together fragrance houses, distilleries and other actors sourcing Bulgaria rose, with the aim to jointly define and implement action to promote responsible sourcing practices, strengthen the Bulgarian rose sector and advance positive impact on people and biodiversity.

Grievance mechanisms

All employees must comply with IFF's Code of Conduct and all applicable policies and laws related to workers in the value chain and human rights. We foster an environment of trust, encouraging the reporting of potential issues that may affect employee well-being or IFF's reputation. To support this, we provide a corporate whistleblower hotline and additional reporting channels for employees, customers, business partners, and the public. Our SpeakUp: Reporting Concerns & Non-Retaliation Policy encourages reporting of misconduct or policy violations through various channels, including direct outreach, email, an online tool, or a phone hotline available 24/7 in multiple languages. For more information on our grievance mechanisms, please refer to [page 60](#).

As outlined in our Responsible Sourcing Policy and Vendor Code of Conduct, we also expect our vendors, suppliers, contractors, consultants, agents and other providers of goods and services ("vendors") to provide employees and workers in the value chain with grievance mechanisms to be able to raise issues without fear of retaliation and ensure these channels are widely communicated. Vendors are directed to:

- Offer reasonable, appropriate, confidential and fair procedures for the resolution of grievances.

Workers in the Value Chain (continued)

- Have systems to allow employees to report concerns and possible violations of applicable laws and regulations.
- Have reasonable and fair procedures in place that ensure these violations will be properly reviewed and adequately remediated when reported.
- Protect employees and workers in the value chain from retaliation if they raise these concerns to the vendor.

Beyond setting our expectations, we support suppliers and business partners in establishing robust grievance mechanisms through tailored guidance, practical tools and resources aligned with their context and situation.

Health and safety in the value chain

Expectations for working conditions in the value chain are outlined in our Vendor Code of Conduct. Vendors are directed to treat all employees with respect and dignity and provide them with a safe and healthy working environment and, if provided by the vendor, safe and healthy living accommodations. At a minimum, vendors are expected to provide potable drinking water, clean and accessible restrooms, adequate lighting and ventilation, fire and emergency exits, essential life safety equipment, emergency aid kits and access to emergency medical care.

The Vendor Code of Conduct also states that employees must be protected and prevented from exposure to severe health or safety hazards, which are to be understood as health or safety hazards that are likely to pose an immediate risk of causing death or permanent injury or illness. In addition, vendors are directed to comply with all applicable laws regarding working conditions, including worker health and safety, sanitation, fire safety, risk protection, and electrical, mechanical and structural safety.

Supplier engagement

We prioritize opportunities to support business-critical suppliers in meeting IFF's expectations through performance reviews and follow-up actions. We leverage a number of external sustainability platforms to manage supplier engagement activities, including sustainability assessments, environmental disclosures, audits and trainings.

Through our memberships and partnerships in a range of third-party sustainability frameworks, we monitor and evaluate supplier performance against our corporate policies, including our Vendor Code of Conduct, social and

environmental compliance, and management system practices. Additionally, to support our strategy, we continue to work with those vendors that share our high standards for sourcing and sustainability. We partner with like-minded organizations that help us monitor, assess, support and improve our suppliers' commitments and practices. We also provide trainings and capacity building opportunities to our internal buyers, in order to harmonize the collective understanding of responsible sourcing and corporate supplier engagement programs in ongoing ways.

Sedex and EcoVadis

IFF is a member of Sedex, one of the world's leading ethical trade platforms. Through Sedex, we strengthen transparency and ethical practices across our operations and supply chains, addressing key topics such as human rights, labor conditions, health and safety, environment and business ethics. We also use Sedex to run reports on our suppliers' ethical data, manage information on our own facilities and share information with our customers.

The Sedex Risk Assessment Tool allows us to prioritize our suppliers for completion of the Sedex Self-Assessment Questionnaire (SAQ) and Sedex Members Ethical Trade Audit (SMETA) 4-pillar audits, which include human rights considerations. In addition to the assessment of our suppliers, IFF's major manufacturing facilities¹⁶ undergo SMETA audits every three years to ensure robust oversight. These audits, based on the ETI Base Code and international labor standards, help us identify and address risks proactively, reinforcing our commitment to responsible business conduct. In 2025, 100% of the 26 major manufacturing facilities due for SMETA audits were completed.

¹⁶ For ISO 14001 certification, a "major manufacturing facility" is defined by the site's production volume, which is calculated annually. For waste management, a "major manufacturing facility" is defined as a site that generates more than 100 metric tons of total waste annually.

Workers in the Value Chain (continued)

Suppliers that are critical to our business are also reviewed annually and required to be assessed through the Sedex or EcoVadis supply chain information platforms, which specialize in sustainability performance assessments. The results help us drive continuous improvement in labor standards, health and safety, environmental management and ethical business conduct.

In 2025, 79% of our spend met IFF's requirements to be considered responsibly sourced, based on their EcoVadis or Sedex results. This means their EcoVadis or Sedex assessment results were in good standing with no significant nonconformances or corrective action plans in place.

We expect our vendors to meet IFF's standards, and for those vendors who do not have all the necessary processes and/or written policies in place to achieve these standards, we are actively working with them to implement the same. Specifically, we direct those vendors to address corrective action through management controls and/or via EcoVadis or SMETA 4 pillar audits in Sedex. We expect these vendors to address their corrective action plans within a reasonable amount of time, after which they will be reassessed. If a vendor does not implement the corrective action, IFF Procurement reserves the right to seek alternative vendors.

Together for Sustainability

IFF is one of 58 members of Together for Sustainability (TfS), a global platform and shared infrastructure for assessing and auditing the sustainability performance of the supply chains for chemical companies and their suppliers. This member-driven initiative serves as a hub for continuous improvement of sustainability performance through buyer-supplier collaboration. TfS assessments are carried out by EcoVadis, and TfS audits are done in cooperation with a TfS-approved audit company.

Performance is assessed in the areas of management, environment, health and safety, labor and human rights, and issues of ethical corporate governance. The measures introduced are reviewed via re-assessments or audits and subsequent supplier management is the responsibility of individual member companies. At IFF, we combine the outcomes of these assessments along with other internal risk insights to conduct follow-up monitoring and determine supplier audit schedules.

In 2025, 67% of our business-critical suppliers were engaged in capacity-building programs through TfS Academy (including introductory webinars and corrective action plan training). Corrective action plans identified through TfS audits and assessments drive continuous improvement in sustainability performance. IFF contributed to TfS targets by achieving:

- 961 valid supplier assessments
- 682 new or follow-up assessments
- 77% improved scorecards of suppliers through EcoVadis

TfS also offers the Scope 3 GHG emissions program assisting TfS members and suppliers in reducing their Scope 3 emissions. The TfS end-to-end solution includes the Product Carbon Footprint (PCF) Guideline, Data Model, PCF Exchange solution and the TfS Academy. Together, these tools equip member companies and suppliers to calculate high-quality PCFs of their chemical materials and exchange them via a trusted platform. During the year, IFF co-led the TfS GHG Scope 3 Workstream to develop and facilitate adoption of the data exchange platform.

IFF also continues to participate in the TfS Academy, a capability-building hub for TfS members, their procurement teams and suppliers to learn the most pertinent and trending sustainability procurement topics through more than 390 courses in eleven languages. We leverage the TfS Academy as a complementary tool for the management and learning for our suppliers' corrective action plans.

This year we also continued to participate in several events, including monthly TfS North America regional meetings, monthly TfS Coordinator meetings, the TfS annual workshop and supplier engagement campaigns.

Affected Communities

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General Disclosures. Material sub-topics include communities' economic, social and cultural rights, as well as rights of indigenous people. IFF did not have any material incidents of violations involving rights of indigenous peoples in 2025.

Management for affected communities is related to our human rights program. Human rights are included in quarterly sustainability updates to the Board Governance and Corporate Responsibility Committee. To ensure our human rights commitments are effectively integrated throughout the organization, IFF has a dedicated Human Rights team to guide and implement our global programs across all Business Units.

OUR APPROACH

POLICIES

- [Code of Conduct](#)
- [Our SpeakUp: Reporting Concerns & Non-Retaliation Policy](#)
- [Vendor Code of Conduct](#)
- [Responsible Sourcing Policy](#)
- [Sustainable Palm Policy](#)
- [Sustainable Soy Policy](#)
- [Global Human Rights Policy](#)

COMMUNITY AND BIODIVERSITY PROGRAMS

We strive to improve the ecosystem and quality of life in the farming communities where we source, helping to make them more biodiverse, stable, resilient and prosperous. For select strategic natural raw materials sourced from high-risk countries, we join third-party experts and IFF suppliers to develop and implement programs that address environmental and social challenges specific to the local community. Through these programs, such as our Sustainable Vanilla Program in Madagascar (learn more on [page 13](#)), we seek to raise awareness of critical sustainable development issues. Their objective is not only to create a long-term and stable supply of sustainable and high-quality raw materials across our supply chains, but also to ensure that these materials are sourced with respect for people and planet.

Our programs seek to address issues related to governance, traceability and labor rights issues, for example, as well as provide technical assistance to growers, including opportunities to develop alternative incomes. We also help suppliers adopt the best practices and risk mitigation measures that will help them sustainably increase their yields and incomes while strengthening their overall sustainability performance. In this way, we seek to reduce risks that could impact our entire value chain.

Our work in India and Algeria offers two examples.

GUAR SOURCING IN INDIA

Guar gum is a cost-effective, all-natural and label-friendly hydrocolloid and thickening agent used in a variety of dairy- and plant-based consumer foods and beverages to control viscosity and build texture. Through our responsible sourcing program for guar, IFF worked in partnership with a strategic local guar supplier and a local NGO in India to promote more sustainable guar farming practices, improve financial predictability for farmers and support market stability. A strong emphasis was placed on empowering women farmers and increasing their participation across the supply chain.

By its conclusion in 2025, the program had delivered its expected impact, with a particular focus on strengthening the resilience of smallholder farmers—especially women—through education, awareness building and practical support. Initiatives addressed key challenges such as erratic rainfall and guar market volatility, while supporting farmers through agroecology training, environmental workshops, and improved market linkages for alternative crops.

Affected Communities (continued)

LOCUST BEAN KERNEL SOURCING IN ALGERIA

In 2025, we concluded a program for responsibly sourcing locust bean kernels in Algeria, seeking to create a more sustainable and equitable supply chain that would enhance transparency, foster positive impacts throughout the supply chain and improve wild collection practices. Our approach in 2025 was guided by recommended next steps arising from the results of social and biodiversity baseline assessments conducted the previous year in collaboration with UEBT—Sourcing with Respect as a trusted third-party partner.

In particular, the social assessment focused on the local communities involved in the collection process, including factors such as working conditions, fair wages and community engagement. The biodiversity assessment examined the ecological impact of locust bean kernel collection to ensure that our practices support the conservation of local flora and fauna.

Throughout the year, we worked to address gaps identified during the assessments and took steps to further improve community livelihoods, promote sustainable harvesting practices and enhance biodiversity-conservation efforts. While the program concluded in 2025, IFF remains focused on the execution and follow-up of the UEBT-supported recommendations and will continue on-site implementation to ensure lasting impact. We will build on the learnings from this and other successful community initiatives as we continue to strengthen impact-driven partnerships across our supply chain.

Consumers and End Users

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General disclosures. Material sub-topics include personal safety of consumers and/or end users and social inclusion of consumers and end users.

Product safety and quality governance within IFF is overseen by the Senior Vice President, Global Group Quality, and executed by a Quality Council comprising Quality Leadership from each Business Unit. In cooperation with regulators and relevant trade associations, this Council provides strategic direction, alignment and oversight to ensure a consistent approach to quality across IFF.

Execution and accountability for product safety and quality reside with the Business Unit Quality Leadership, who are responsible for implementing the IFF Quality Manual and associated IFF guidance within their respective organizations, and for ensuring compliance with applicable regulatory and customer requirements in all countries where IFF operates.

Our regulatory disclosure approach provides the framework for responding to product information requests from regulatory agencies while managing proprietary information.

OUR APPROACH POLICY

- [Global Quality Policy](#)

Product safety and quality is rooted in our core principles, guiding everything we do. Our Quality Operating Model guides our approach to executing this commitment (see table).

Our promise is to never compromise on the safety or

QUALITY OPERATING MODEL		
Listen to the voice of the customer	Drive quality as a cultural value	Reinforce quality principles
Gathering and understanding customer feedback to improve customer satisfaction and gain trust.	Emphasizing leadership, message credibility, peer involvement and employee ownership.	Driving continuous improvement and leveraging best practices to standardize, benchmark, digitize and automate.
Creating value and gaining customer trust through quality, service and compliance while reducing enterprise risks and costs.		

quality of any product, as it is our responsibility to protect our employees, customers, consumers, communities and shareholders.

The evolution of our Quality System follows a multilevel strategy with a three-to-five-year road map aimed at achieving Best-in-Class Quality. This approach is driven by six strategic pillars: Quality Transformation, End-to-End Quality Concept, Elevating Customer Experience, Agility and Local Capability, Advanced Analytics for Quality Data, and Quality as a Cultural Value.

LISTENING TO THE VOICE OF THE CUSTOMER

Equipped with insights directly from the voice of our customers, we proactively enhance the product safety and quality performance of our products in several ways. For example:

- **Product Marketing and Labeling:** We partner with our customers to help address potential marketing and labeling challenges. In the event of a product safety- or quality-related incident, we have a rigorous investigation

Consumers and End Users (continued)

and corrective action process through which we coordinate directly with our customers and regulatory authorities as needed. In the case of potential health concerns for customers, IFF has programs in place to voluntarily recall products.

- **Customer Engagement:** We participate with our customers in partnership events to find new ways to collaborate and to discuss their expectations for product safety and quality. To continually assess the effectiveness of our management approach in these areas with our customers, and to drive continuous improvement, we track internal key performance indicators, such as year-over-year reductions in rejections and customer complaints. By using a business intelligence platform that aggregates and visualizes trend data over time, we are able to make real-time adjustments to our programs.

REINFORCING QUALITY PRINCIPLES

We are continually taking steps through our program and partnerships to reinforce quality principles and exemplify best practices in all that we do. For example, this includes:

- **Monitoring:** Our manufacturing facilities are certified to the standards that apply to each facility's specific product categories. Standards include, but are not limited to, the Global Food Safety Initiative (GFSI) for nutrition and animal feed products; EXCiPACT for excipient products; ISO 22716 for personal care and cosmetics and/or ISO 9001 Quality Management Systems. These standards are audited by external auditing bodies to determine our compliance.

- **Quality control testing:** Each of our manufacturing facilities has a robust quality control program. This program focuses on evaluating the ingredients and produced formulas to confirm the safety, quality and efficacy of our products. We operate Product Integrity Analysis Labs strategically placed in global regions. These labs have the capability and expertise to test raw materials to identify potential contamination at low levels and determine if raw materials are meeting new and/or existing regulations.
- **Investing and improving:** In recent years, we have made significant investments in new high-end equipment to improve IFF's contaminant testing labs and prepare for pending regulatory changes in the US and Europe. Specifically, the equipment will support action levels for mineral oil-saturated hydrocarbons (MOSH), mineral oil aromatic hydrocarbons (MOAH) and per- and polyfluoro-alkyl substances, known as PFAS. Having this equipment and technical expertise in-house provides us with the opportunity to gain additional knowledge of complex ingredients and work in collaboration with industry colleagues and customers.
- **Automating:** We seek to simplify processes and automate programs by leveraging technology in new ways and harnessing new efficiencies through digitalization.

BIOTECHNOLOGY & CONSUMER PRODUCTS

IFF is a global leader in applying biotechnology as a powerful foundation for innovation across multiple sectors. Drawing on deep expertise in microbiology, enzyme science, fermentation and bioprocess engineering, we integrate biotechnology with chemistry, data science and application engineering to develop high-performance ingredients and materials that

support efficient, scalable and sustainable manufacturing. These capabilities position IFF as an active contributor to the growing bioeconomy, enabling solutions that deliver value for customers, consumers and society.

IFF primarily applies genetically engineered microorganisms, when used, as contained production organisms in manufacturing. IFF's product portfolio does not commercialize consumer products that contain genetically modified organisms as defined under applicable regulations. However, in some instances we offer ingredients to B2B customers who seek to apply our biotechnology to further processing in the supply chain.

We engage with customers and other stakeholders, including NGOs and policymakers, to advance science-based understanding of food processing, ingredient manufacture and biobased production systems. Through these engagements, we share objective technical insight into how processing technologies improve productivity, product quality and shelf life while helping to reduce resource use and food waste. Our products, including enzymes and other biotechnology-enabled ingredients, play an important role in supporting these outcomes across diverse value chains.

IFF also communicates substantiated information on sustainability benefits enabled by our technologies, including lower-energy processing conditions, the use of renewable feedstocks and the replacement of more resource-intensive conventional materials. We provide guidance to customers on the safe and appropriate use of our products and actively participate in industry and scientific initiatives that strengthen safety evaluation frameworks for enzymes and ingredients produced using microbial biotechnology.

Business Conduct

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General disclosures.

We are proud of our commitment to conducting business with the highest standards of ethics, honesty and integrity, and in compliance with all applicable laws and regulations. Material sub-topics include management of relationships with suppliers (including payment practices), animal welfare and corporate culture. For more information regarding our double materiality process, please refer to our General disclosures.

Our global ethics and compliance program is led by our Chief Compliance Officer, who reports to IFF's General Counsel. The Chief Compliance Officer provides regular updates to the Board of Directors, the Board's Audit Committee, and the Executive Leadership Team, including the CEO, on matters related to compliance.

OUR APPROACH

POLICIES

- [Code of Conduct](#)
- [Code of Conduct for the Board of Directors](#)
- [Code of Conduct for Executives](#)
- [SpeakUp: Reporting Concerns & Non-Retaliation Policy](#)
- [Vendor Code of Conduct](#)
- [Anti-Bribery Policy](#)
- [Animal Testing Policy](#)
- [Animal Testing Statement](#)
- Conflict of Interest Policy (internal)
- Antitrust and Competition Policy (internal)

Our Code of Conduct ("Code") sets the standard for how we expect all employees to behave. Available in 23 languages on our Policy Center, the Code defines our values, sets the ethical tone for our organization, and serves as a compass guiding general workplace standards and policies to which all our employees are expected to adhere. The Code also provides practical guidance for situations that employees may encounter throughout their careers, including ethical dilemmas.

BUSINESS ETHICS

As a multinational company with a global footprint, we recognize that certain functions might be at a higher risk of bribery and corruption as a result of their job responsibilities. These functions include: procurement, sales, marketing, logistics, import/export, permitting, supply chain management, accounting and tax. Engaging with third-party agents, distributors, and government officials can also introduce additional risks. To mitigate these risks, we regularly conduct training sessions reinforcing our Anti-Bribery Policy and expectations of ethical, honest and transparent business practices at IFF for these groups. Risk training programs cover 100% of these functions.

IFF conducts periodic and ongoing compliance risk assessments to proactively identify and assess potential corruption risks within or related to our organization. Insights from such risk assessments help us to: continuously improve our efforts to combat corruption; implement preventative measures to efficiently allocate resources for necessary controls; inform the design of our policies and procedures; and help measure the effectiveness of our management approach. In 2025, we strengthened our anti-bribery and corruption program by enhancing our third-party risk management tools.

Business Conduct (continued)

All IFF employees, including temporary employees (contingent workers and contractors), directors and officers in all our regions around the world are responsible for reviewing, understanding and complying with the Code of Conduct and related compliance policies and procedures that we make available and communicate throughout the year. Employees, directors and officers complete mandatory annual ethics and compliance training every year, and new hires are also required to complete online Code of Conduct training as part of our onboarding process.

In 2025, 100% of the total workforce was trained in business ethics issues related to the expectations outlined in our Code of Conduct. The type of training was tailored to the type of employee and their role, and 100% of employees completed the training assigned to them. Topics included bribery and corruption, harassment and discrimination, antitrust and fair competition, and our whistleblower policy, among others. Training modules were made available in 24 languages. As part of the completion requirements, all employees also certified that they read, understood and agreed to comply with IFF's Code of Conduct and other applicable company policies.

Through additional training opportunities and internal communications channels during the year, we also seek to ensure that employees understand other important compliance topics. For example, in addition to the annual global

business ethics training campaign described above, in 2025 we also conducted targeted trainings for select employee groups based on their specific areas of responsibility. This included Integrity Training for plant managers as part of the IFF University Plant Manager Program (which covered ethics and compliance expectations for leaders), as well as targeted live trainings on a variety of topics, such as bribery (with a focus on governmental interactions), antitrust and fair competition, confidential information, gifts and entertainment, and workplace respect.

In 2025, we also continued to leverage our Ethics Champions network of employees to help promote our ethics and compliance initiatives and communications at the site level, such as training campaigns, SpeakUp Policy expectations or guidelines on our ongoing obligations for compliance disclosures. The support of this global network was crucial for the success of the 2025 annual compliance training campaign. The network includes approximately 150 Champions covering more than 70 IFF sites globally.

ETHICS & COMPLIANCE DISCLOSURE

To help collect and track annual and ongoing certifications and disclosures related to employees' adherence to the Code and policies, in 2025 we continued our mandatory Ethics and Compliance Disclosure campaign, consisting of a mandatory online questionnaire in 11 languages to a targeted group of IFF employees.

In alignment with our Anti-Bribery Policy and internal Conflict of Interest Policy, in 2025 we also continued to promote the Ongoing Compliance Disclosure process, according to which every IFF employee must, in real time:

- Disclose actual, potential or perceived conflicts of interest.
- Disclose gifts or hospitality of any amount to government officials (such as the payment for hotel, transportation, meal and entertainment expenses or anything of value provided or offered on behalf of IFF), within 30 days of giving.
- Request pre-approval for gift- and hospitality-related expenses involving government officials that exceed \$25 USD (or local currency equivalent) 14 days prior to the event. Such disclosures must be submitted online via the IFF Ethics and Compliance Portal, accessible via our intranet.

Business Conduct (continued)

SPEAKUP: REPORTING CONCERNS

The success of IFF depends on employees acting ethically, speaking up and seeking advice when in doubt. All employees have an obligation to conduct business in full compliance with the Code of Conduct, IFF policies and applicable laws and regulations. We strive to maintain an environment of trust and confidence where we will be alerted to potential issues or concerns that might compromise the health and well-being of our employees or the reputation of IFF. To support this process, we offer a corporate whistleblower hotline, as well as additional reporting channels for use by our employees, customers, business partners and the public.

As outlined in our [SpeakUp: Reporting Concerns & Non-Retaliation Policy](#), anyone who has knowledge of potential misconduct, unethical activity, violations of our Code or other policies or other applicable laws is encouraged to “speak up” in one of the following ways:

- Direct outreach to an IFF manager/supervisor or a member of IFF’s Human Resources, Legal or Global Ethics & Compliance teams.
- Email our Global Ethics & Compliance team at compliance@iff.com.
- Online via the iff.com/speakup reporting tool, hosted by an independent third-party service provider.
- Phone hotline, using the telephone numbers listed at iff.com/speakup, available in more than 25 languages, 24 hours a day, 365 days a year.

IFF takes all reports of potential violations or misconduct seriously and is committed to reviewing and investigating them. When making a report, individuals have the option to request anonymity if allowed under local law. When a report is submitted, details of the report are kept confidential. Select members of the Ethics and Compliance team review the report and assign an appropriate investigator to the case, depending on the location and the type of concern. The Ethics and Compliance team meets regularly to monitor the progress of the cases and to ensure timeliness of case closures.

IFF’s Audit Committee receives regular updates on SpeakUp reporting, including trends, data analytics and reports related to potential fraud, bribery, corruption, theft or other potentially significant concerns. IFF strictly forbids reprisal, retaliation or subsequent discrimination against any person who, in good faith, raises a concern or reports possible misconduct. Violations of the Code, IFF policies and all applicable laws and regulations—and attempts to conceal violations—may result in disciplinary action up to and including termination of employment.

In 2025, 420 reports of potential violations of the Code of Conduct were reported, 100% of which were or are being investigated, and 172 were substantiated or partially substantiated. Reported issue types, among others, included concerns about employee relations, the potential misuse of corporate assets, and conflicts of interest. We believe the volume of SpeakUp reports is an indication of the success of our concerted efforts to communicate broadly about the availability of our SpeakUp channels and the case

management system. In IFF’s 2025 employee engagement survey, 94% of participants responded “agree” or “strongly agree” to the statement “I know how to report suspected unethical business practices.”

CYBERSECURITY

IFF has governance mechanisms implemented to oversee cybersecurity activities, including the following:

Board-level responsibility: The Board of Directors is responsible for overseeing and reviewing with management the Company’s cybersecurity risks and the policies and practices established to manage such risks. In that effort, the Board of Directors delegates certain responsibilities to our Audit Committee. This committee-level focus on cybersecurity allows the Board to further enhance its understanding of these issues as it continues to have overall oversight responsibility for risk. The Audit Committee assists the Board of Directors in its oversight by staying apprised of our cybersecurity programs, strategy, policies, standards, architecture, processes and material risks, and by overseeing response to cybersecurity incidents. Our Audit Committee receives management updates on material security risks, including any material incidents.

Executive-level responsibility: Our Chief Information Officer (CIO) is responsible for delivering on the Company’s global Information Technology (IT) strategy, including infrastructure, data and analytics, application delivery, end-user services, cybersecurity risk management and the digital technology transformation program. The IT leadership team leads the implementation of IT strategy and day-to-day operations.

Business Conduct (continued)

Under the guidance of the CIO, our Chief Information Security Officer (CISO) leads the Cybersecurity, Risk & Compliance Team (CRC, formerly Information Security, or InfoSec). This includes the Cyber Fusion Center, Infrastructure Security, Identity and Access Management, Application Security, Data Security, and CRC Governance, Risk and Compliance. Identity and Access Management, Application Security, Data Security, and CRC Governance, Risk and Compliance. CRC is overseen by the Cybersecurity Steering Committee, comprising senior leaders representing all corporate functions and business units, and the Cybersecurity Governance Review Board, comprise the IT leadership team and the CRC leadership team. CRC is governed in coordination with IFF's ERM Committee and is aligned with the U.S. National Institute of Standards and Technology (NIST) Cybersecurity Framework. CRC's mission is to design, implement and maintain a cybersecurity program that protects the confidentiality, integrity and availability of IFF.

CYBERSECURITY POLICIES

To manage cybersecurity risks (including service disruption, data leakage, cyber fraud and Nth party cyber risk), we have more than 40 internal cybersecurity policies, guidelines and standards available on our intranet. These policies address high-level control objectives and specific control statements that outline requirements across various areas based on ISO 27001, NIST 800-53, NIS2 Directive, NIST CSF Framework and the Cybersecurity Operating Model.

Our internal Information Security Management System (ISMS) Framework Manual serves as the overarching document for Cybersecurity Program governance. It outlines, defines and establishes:

- IFF's current strategic cybersecurity objectives, roles, responsibilities and policies
- Opportunities for continuously improving our information security systems through a performance review procedure
- Individual responsibilities for information security for the entire workforce
- Information security requirements for third parties (e.g., suppliers) through a Vendor Risk Management approach

We also maintain the CRC team's Standard Operating Procedures and technical specifications, such as the Cybersecurity Incident Response Plan and the ISMS Communication Plan, which summarize the steps to be taken upon detection of a cybersecurity-related incident and provide guidance on handling and communicating cybersecurity incidents affecting IFF.

Other examples of internal policies include the Logging and Monitoring Policy, as well as the Cybersecurity Incident Management Policy, both of which help monitor and respond to information security threats. The Cybersecurity Data Security Policy helps ensure the integrity and protection of data.

CYBERSECURITY MANAGEMENT PROGRAMS

IFF has a robust cybersecurity management program that covers multiple elements including, but not limited to:

Cybersecurity-related business continuity plans: As part of IFF's overall risk-management system and processes, our comprehensive Cybersecurity Incident Response Plan outlines processes to identify, detect, assess, respond to and recover from cybersecurity threats, including risks relating to disruption of business operations or financial reporting systems; intellectual property theft; fraud; extortion; harm to employees or customers; violation of privacy laws; and other litigation/legal risk and reputational risk.

In the event of an unplanned event, incident or breach that may take critical IFF systems offline, our crisis-management and disaster-recovery procedures outline how we will continue to operate. Our internal Cybersecurity Resiliency Policy outlines security controls to ensure that IFF's critical business processes and support systems remain functional within an acceptable timeframe following an unplanned business process failure. In 2025, we did not experience any material information security incidents or breaches of personal data.¹⁷

¹⁷ Material cybersecurity incidents are determined according to IFF's Cybersecurity Incident Response Plan.

Business Conduct (continued)

Cybersecurity vulnerability analysis: Recognizing that cyber threats constantly evolve, we stay ahead of risks by proactively conducting vulnerability analyses and continually evaluating the effectiveness of our systems. In 2025, we again engaged independent partners to assess the current state and maturity of our cybersecurity program and to conduct an end-to-end penetration test, which included a simulated cyber-attack. Additionally, we partnered with an external company to conduct a cyber exercise to test our incident response protocols with executive leaders, focused on understanding the key considerations during an incident (e.g., time pressures and decision-making trade-offs), as well as identifying ideas for enhancing our Cybersecurity Incident Response Plan. Assessment results were presented to the Audit Committee and the full Board and were used to update our Cybersecurity Incident Response Plan. This includes incorporating lessons learned and opportunities for improvement in governance and operations, program integration, metrics and reporting and technology enablement.

Independent external audit of the IT infrastructure and/or cybersecurity management systems: In accordance with our internal Cybersecurity Compliance & Audit Policy, we periodically conduct risk assessments to assess the severity and likelihood of potential incidents, as well as audit systems for compliance with applicable policies and controls. We participate in external audits of our control procedures, policies and compliance mechanisms to ensure their effectiveness and confirm adherence. In 2025, leading cybersecurity

firm A-LIGN conducted our external audit. CRC reviews all audit results and findings with auditors, tracks findings to ensure prompt resolutions or mitigating controls and regularly reports remediation status to management until each finding is closed. We also annually recertify compliance with the Sarbanes-Oxley Act, governed by the US Securities and Exchange Commission, to improve the accuracy of corporate disclosures and to protect shareholders and the public from accounting errors and fraudulent practices in enterprises.

Internal audits of the IT infrastructure and/or Cybersecurity management systems: In 2025, IFF achieved ISO/IEC 27001:2022 certification, the gold standard for information security management systems (ISMS). The certification, awarded by A-LIGN, followed a rigorous audit in which IFF demonstrated exceptional maturity in its security practices, completing the process with zero major or minor non-conformities. The certification spans IFF's business units and core business functions and plays a critical role in strengthening customer partnerships in highly regulated industries by reinforcing our commitment to safeguarding customer data and intellectual property.

Escalation process for employees to report incidents, vulnerabilities or suspicious activities: All IFF personnel can directly report a suspected or confirmed cybersecurity incident, data breach or related concern to InfoSec@iff.com. Users may also confidentially report concerns or violations without fear of retaliation through our dedicated reporting channel at iff.com/speakup.

Cybersecurity awareness training: In addition to our dedicated leadership team overseeing CRC, we view cybersecurity as a shared responsibility, and to best protect our network, computers and data from threats, we empower our employees to be our first line of defense. To that end, all employees globally complete annual mandatory cybersecurity training on email security, password security and our Acceptable Use Policy. We use email security, endpoint security, logging and monitoring, remote access, application security and other tools to deter threat actors, block malicious/phishing emails and avoid IT system interruptions.

To keep employees engaged and informed of the latest information, we update our required cybersecurity training topics every year. In 2025, the package covered malicious email attacks, insider threats, social engineering, passwords and physical security.

Appendix

The Appendix includes additional information, including membership associations and performance data, as well as our reporting framework indices in line with the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB) and the Task-Force on Climate-Related Financial Disclosures (TCFD).

[Tables](#)



[Reporting Frameworks](#)



[Closing Statements](#)



Membership Associations

IFF engages with a wide range of industry & trade associations, sustainability-related initiatives and other organizations and business platforms that are relevant to our operations, innovation priorities and sustainability objectives. These memberships support and help facilitate IFF's participation in active dialogue on topics such as product safety, sustainability, responsible sourcing, scientific integrity and industry standards. The list below reflects a selection of key membership associations and partnerships, including leadership roles, where material. It is not intended to be an exhaustive inventory of all organizations with which IFF is affiliated. IFF also participates in a broader set of industry, technical, regional and professional organizations in support of our global operations. Certain memberships, such as local chambers of commerce, regionally specific trade groups, or narrowly focused technical societies, are managed and reported internally, but are not individually listed here.

MEMBERSHIP ASSOCIATIONS

Action for Sustainable Derivatives (ASD)		Fragrance Creators Association	Board of Directors
American Alliance for Biomanufacturing (AAB)		International Fragrance Association (IFRA)	Board of Directors
AIM-Progress		International Organization of the Flavor Industry (IOFI)	Board of Directors
American Chemical Council		North American Sustainable Palm Oil Network (NASPON)	
American Cleaning Institute (ACI)	Board of Directors	National Association of Corporate Directors	
Association of Manufacturers and Formulators of Enzyme Products (AMFEP)	Executive Committee, Treasurer	RE100	
Bio-based Industries Consortium (BIC)		Renewable Carbon Initiative (RCI)	
Cosmetic Executive Women	Board of Governors	Research Institute for Fragrance Materials (RIFM)	Board of Directors, Chairman
Enzyme Technical Association (ETA)	Executive Committee	Round Table on Responsible Soy Association (RTRS)	
European Association for Bioindustries (EuropaBio)		Roundtable on Sustainable Palm Oil (RSPO)	
European Bioplastics (EUBP)		Sedex	
European Chemical Industry Council (Cefic)		Together for Sustainability	
European Renewable Ethanol Association (ePURE)		Union for Ethical BioTrade (UEBT)	
Fair Labor Association		Upcycled Food Association*	
Flavor and Extract Manufacturers Association of the United States (FEMA)	Board of Governors	Value of Beauty Alliance	

* Associate Member

Performance Data

ENVIRONMENTAL DATA

	UNIT	2021 BASELINE	2023	2024	2025
SCOPE 1 AND SCOPE 2 GHG EMISSIONS					
Direct emissions (Scope 1)	Metric Tons CO ₂ e	889,095	694,072	740,032	718,958
CO ₂	Metric Tons CO ₂ e	869,593	676,017	725,738	709,920
CH ₄	Metric Tons CO ₂ e	846	683	622	606
N ₂ O	Metric Tons CO ₂ e	2,074	1,702	1,482	1,417
Refrigerants	Metric Tons CO ₂ e	16,582	13,748	12,269	9,380
Operated direct emissions (Scope 1) by source					
Fuel combustion	%	98.1	98.0	98.3	98.4%
Other	%	1.9	2.1	1.7	1.6%
Operated indirect emissions (market-based Scope 2)					
CO ₂	Metric Tons CO ₂ e	1,023,016	824,185	909,414	699,078
CH ₄	Metric Tons CO ₂ e	996	464	500	521
N ₂ O	Metric Tons CO ₂ e	1,436	757	794	884
Operated indirect emissions (location-based Scope 2)					
CO ₂	Metric Tons CO ₂ e	969,798	837,194	880,429	716,927
CH ₄	Metric Tons CO ₂ e	964,547	833,046	876,353	713,235
CH ₄	Metric Tons CO ₂ e	2,076	1,544	1,474	1,353
N ₂ O	Metric Tons CO ₂ e	3,175	2,604	2,602	2,339
Scope 1 and Scope 2 (market-based) GHG emissions intensity	Metric Tons CO ₂ e / Metric Ton	0.9483	1.0228	1.0535	1.0289

ENVIRONMENTAL DATA

continued

	UNIT	2021 BASELINE	2023	2024	2025
SCOPE 3 GHG EMISSIONS					
Indirect emissions (Scope 3)	Metric Tons CO ₂ e	8,636,948	6,091,002	5,689,369	5,361,533
Purchased goods and services (Category 1)	Metric Tons CO ₂ e	6,456,862	4,346,181	4,027,665	3,738,389
Capital goods (Category 2)	Metric Tons CO ₂ e	44,999	98,573	63,980	92,725
Fuel-and-energy-related activities (Category 3)	Metric Tons CO ₂ e	438,817	379,379	351,720	307,699
Upstream transportation and distribution (Category 4)	Metric Tons CO ₂ e	513,630	444,929	382,443	408,952
Waste generated in operations (Category 5)	Metric Tons CO ₂ e	187,242	131,275	127,013	132,743
Business travel (air travel only) (Category 6)	Metric Tons CO ₂ e	2,398	6,381	16,101	14,911
Employee commuting (Category 7)	Metric Tons CO ₂ e	41,000	36,525	38,080	36,360
Downstream transportation and distribution (Category 9)	Metric Tons CO ₂ e	214,000	109,615	115,887	113,566
Processing of sold products (Category 10)	Metric Tons CO ₂ e	113,000	77,992	77,044	63,232
End-of-life treatment of sold products (Category 12)	Metric Tons CO ₂ e	625,000	460,152	489,508	452,956
BIOGENIC CO₂ EMISSIONS					
CO ₂ emissions from biomass burned on-site	Metric Tons CO ₂ e	192,946	153,082	127,703	94,429
HYDROCHLOROFLUOROCARBON (HCFC) EMISSIONS					
HCFC emissions from refrigerants used on-site	Metric Tons CO ₂ e	2,437	1,854	2,347	2,733
AIR EMISSIONS (EXCLUDES GHGS)*					
Volatile organic compounds (VOCs)	Metric Tons	42.98	44.51	47.79	39.86
NO _x emissions	Metric Tons	414.88	423.87	121.31	115.38
SO _x emissions	Metric Tons	157.24	116.59	158.22	156.74
Particulate matter emissions	Metric Tons	61.49	363.30	260.65	241.15
CO emissions	Metric Tons	668.65	918.60	853.33	771.00

* Air emissions are estimated based on fuel consumption as well as on-site flare emissions. Local regulatory reporting values may differ. For 2023, 2024, and 2025 data reported includes biomass, diesel (mobile), gasoline (petrol), liquefied natural gas (LNG), and propane (mobile). These sources were not included in data reported in 2021 and 2022.

ENVIRONMENTAL DATA

continued

	UNIT	2021 BASELINE	2023	2024	2025
ENERGY USE					
Nonrenewable fuels (nuclear fuels, coal, oil, natural gas, etc.) purchased and consumed	MWh	4,535,925	3,504,252	3,732,943	3,646,326
Nonrenewable electricity purchased	MWh	1,698,651	1,296,479	1,395,714	1,299,170
Steam/heating/cooling and other energy (nonrenewable) purchased and consumed	MWh	1,284,212	1,075,689	1,206,918	836,451
Total renewable energy (wind, solar, biomass, hydroelectric, geothermal, etc.) purchased or generated	MWh	898,558	889,692	850,412	768,289
Total nonrenewable energy consumption	MWh	7,518,788	5,876,420	6,335,574	5,781,947
Production energy intensity	MWh/Metric Ton	4.18	4.56	4.59	4.48
Electricity	MWh/Metric Ton	0.84	0.67	0.69	0.71
Purchased steam, district heating	MWh/Metric Ton	0.57	0.64	0.68	0.47
Fuel oil, LPG (propane) and LNG	MWh/Metric Ton	0.07	0.04	0.05	0.05
Natural gas	MWh/Metric Ton	2.18	2.32	2.34	2.45
Process-derived	MWh/Metric Ton	0.07	0.09	0.10	0.11
Renewable electricity (purchased and on-site)	MWh/Metric Ton	0.16	0.27	0.29	0.26
Biomass	MWh/Metric Ton	0.28	0.32	0.25	0.26
Direct energy use	Thousand MWh	5,244	4,121	4,279	4,185
Natural gas	Thousand MWh	4,404	3,438	3,658	3,573
Diesel	Thousand MWh	68	30	39	41
Nonrenewable energy used in on-site mobile sources (i.e., trucks, forklifts, cars, etc.)	Thousand MWh	42	9	9	6
Purchased electricity	Thousand MWh	2,029	1,402	1,522	1,419
Renewable energy certificates (RECs)*	Thousand MWh	92	401	449	381

* This includes RECs from on-site generated green electricity, as well as renewable purchasing.

ENVIRONMENTAL DATA

continued

	UNIT	2021 BASELINE	2023	2024	2025
WATER WITHDRAWAL					
Total water withdrawal	Megaliters	95,460	79,033	80,552	61,295
Surface water	Megaliters	43,830	29,364	30,250	15,078
Seawater	Megaliters	16,480	19,956	19,290	16,399
Municipal	Megaliters	17,990	15,493	17,741	16,560
Groundwater	Megaliters	17,020	13,721	12,662	12,944
Process water	Megaliters	140	499	542	276
Rainwater	Megaliters	-	-	67	38
Total water withdrawal in regions with high/extremely high water stress	Megaliters	747	8,051	7,287	6,457
Surface water	Megaliters	-	4,907	4,437	3,658
Seawater	Megaliters	-	-	-	-
Municipal	Megaliters	692	1,680	1,709	1,574
Groundwater	Megaliters	55	1,444	1,119	1,205
Process water	Megaliters	-	20	22	20
WATER DISCHARGE*					
Total water discharge	Megaliters	64,340	71,113	72,539	55,001
Surface water	Megaliters	33,510	35,156	33,693	21,311
Seawater	Megaliters	16,630	19,813	19,154	16,228
Municipal	Megaliters	9,380	11,516	12,911	11,047
Groundwater	Megaliters	4,660	4,622	6,774	6,409
Truck rail	Megaliters	160	6	7	6
Total water discharge in regions with high/extremely high water stress	Megaliters	634	6,745	5,930	5,287

* IFF does not currently have freshwater and other water split out at this time as per GRI definitions (i. Freshwater [$\leq 1,000$ mg/L Total Dissolved Solids]; ii. Other water [$> 1,000$ mg/L Total Dissolved Solids]). Total water consumption is calculated by total water withdrawal minus total water discharge.

ENVIRONMENTAL DATA

continued

	UNIT	2021 BASELINE	2023	2024	2025
WATER CONSUMPTION*					
Total water consumption	Megaliters	31,120	7,920	8,013	6,294
Total water consumption from all areas with high/extremely high baseline water stress	Megaliters	113	1,306	1,357	1,170
SOLID WASTE					
Nonhazardous waste	Thousand Metric Tons	502.4	452.7	475.6	473.9
Recycle/compost	Thousand Metric Tons	290.1	272.6	284.7	278.6
Reuse	Thousand Metric Tons	59.2	39.4	43.9	38.93
Landfill	Thousand Metric Tons	42.1	52.2	49.9	69.33
Other recovery	Thousand Metric Tons	8.0	9.0	11.7	8.87
Incineration	Thousand Metric Tons	103.0	79.6	85.4	78.2
Off-site incineration (with energy recovery)	Thousand Metric Tons	97.0	76.2	82.3	74.9
Off-site incineration (without energy recovery)	Thousand Metric Tons	6.0	3.4	3.1	3.3
On-site incineration (with energy recovery)	Thousand Metric Tons	0.0	0.0	0.0	0.0
On-site incineration (without energy recovery)	Thousand Metric Tons	0.0	0.0	0.0	0.0

* IFF does not currently have freshwater and other water split out at this time as per GRI definitions (i. Freshwater [$\leq 1,000$ mg/L Total Dissolved Solids]; ii. Other water [$> 1,000$ mg/L Total Dissolved Solids]). Total water consumption is calculated by total water withdrawal minus total water discharge.

Note:

GHG Direct (Scope 1) emissions consist of CO₂, CH₄ and N₂O.

For 2021 and 2024, location-based-based Scope 2 emissions are lower than market-based Scope 2 emissions due to the use of residual mix emission factors versus country-specific or region-specific emission factors for select facilities.

IEA Emissions Factors are in accordance with the IPCC Sixth Assessment cycle in IFF's 2025 reporting, where applicable.

Global warming potentials used: CO₂: 1; CH₄: 29.8; and N₂O: 273.

For Scope 3 Category 6 in the years 2021 through 2025, IFF includes Tank-to-Wheel (TTW) and Well-to-Tank (WTT) per the Science Based Targets initiative (SBTi) requirement.

The production volume (intensity factor) for 2021, 2023, 2024 and 2025 were: 2,016,438 metric tons; 1,484,363 metric tons; 1,526,039 metric tons; and 1,461,149, respectively.

ENVIRONMENTAL DATA

continued

	UNIT	2021 BASELINE	2023	2024	2025
SOLID WASTE (CONTINUED)					
Hazardous waste	Thousand Metric Tons	45.4	28.4	27.4	23.5
Recovery/reuse/recycle	Thousand Metric Tons	5.5	3.2	1.7	1.5
Landfill	Thousand Metric Tons	0.9	1.9	0.2	0.1
Composted	Thousand Metric Tons	0.0	0.0	0.0	0.0
Other	Thousand Metric Tons	6.8	5.2	6.8	6.7
Incineration	Thousand Metric Tons	32.2	18.1	18.8	15.2
Off-site incineration (with energy recovery)	Thousand Metric Tons	2.7	3.9	3.8	3.9
Off-site incineration (without energy recovery)	Thousand Metric Tons	29.5	14.2	15.0	11.3
On-site incineration (with energy recovery)	Thousand Metric Tons	0.0	0.0	0.0	0.0
On-site incineration (without energy recovery)	Thousand Metric Tons	0.0	0.0	0.0	0.0
Total waste (hazardous + nonhazardous)	Thousand metric tons	547.8	481.1	503.0	497.4
OTHER ENVIRONMENTAL INDICATORS*					
ISO 14001-certified operations**	% of production	95	98	98	100
ISO 14001-certified operations**	# of sites	30	48	44	42

* As of 2025, IFF's large facilities achieved the following certifications, SMETA (100%), ISO 14001 (100%), ISO9001 (49%), GFSI (77%), RSPO (40%), ISO 45001 (30%), ISO 22716 (14%), Excipact (2%).

** This data reflects large facilities' ISO14001 certification status. Facility size is defined by production volume annually, based on statistic quartiles and averaging the second and third quartile, which minimizes effects of outliers. Please note that IFF has many small and medium sites that are ISO14001 certified but are not included in this data.

WORKFORCE DATA

	2023	2024	2025
EMPLOYMENT CONTRACT			
Permanent employees	21,458	22,430	21,445
Temporary employees (contingent workers)	767	4,889	6,426
Interns	572	392	403
Permanent employees covered by collective bargaining agreements	17.0%	22.1%	19.21%
PERMANENT EMPLOYEE TYPE			
Full-time	20,610	21,745	20,803
Part-time	848	685	642
PERMANENT EMPLOYEE GENDER			
Male	13,416	13,795	12,870
Female	8,042	8,461	8,392
Not declared	-	174	183

	2023	2024	2025
PERMANENT EMPLOYEE HIRES AND HIRE RATE			
New hires	2,202	3,078	2,881
New hire rate	10.0%	13.7%	13.43%
PERMANENT EMPLOYEE TURNOVER COUNT			
Voluntary	1,678	1,567	1,367
Involuntary	3,364	987	2,747
Retirement and other	293	0	0
Total	5,335	2,554	4,114
PERMANENT EMPLOYEE TURNOVER RATE			
Voluntary	7.3%	7.1%	6.2%
Involuntary	14.7%	4.5%	12.5%
Retirement and other	1.3%	0.0%	0.0%
Total	23.3%	11.6%	18.8%

WORKFORCE DATA

continued

	2023			2024				2025			
GENDER DIVERSITY BY REGION (PERMANENT EMPLOYEES)											
	TOTAL	% MALE	% FEMALE	TOTAL	% MALE	% FEMALE	% NOT DECLARED	TOTAL	% MALE	% FEMALE	% NOT DECLARED
Europe, Africa and Middle East	9,174	61%	39%	8,948	59.6%	39.4%	1.0%	8,556	56.8%	41.8%	1.4%
Greater Asia	4,110	63%	37%	4,842	60.6%	38.4%	1.0%	4,730	61.1%	38.3%	0.5%
Latin America	2,956	64%	36%	3,223	62.1%	37.1%	0.8%	3,335	61.7%	37.5%	0.7%
North America	5,218	65%	35%	5,417	65.1%	34.7%	0.2%	4,824	63.5%	36.3%	0.2%
Total	21,458	63%	38%	22,430	61.5%	37.7%	0.8%	21,445	60.0%	39.1%	0.9%
GENDER DIVERSITY BY EMPLOYEE CATEGORY (PERMANENT EMPLOYEES)											
Executive management	11	73%	27%	13	69.2%	30.8%	0.0%	10	70.0%	33.3%	0.0%
Upper management	80	65%	35%	78	62.8%	37.2%	0.0%	69	55.1%	44.9%	0.0%
Middle management	1,496	62%	38%	1,589	60.9%	39.1%	0.0%	1,540	59.9%	39.9%	0.2%
Junior management	7,648	50%	50%	7,751	49.1%	50.5%	0.4%	7,740	47.3%	52.3%	0.4%
Operational	12,223	70%	30%	12,999	69.0%	29.9%	1.1%	12,086	68.2%	30.6%	1.2%
Total	21,458	63%	37%	22,430	61.5%	37.7%	0.8%	21,445	60.0%	39.1%	0.9%

WORKFORCE DATA

continued

	2023			2024			2025		
AGE DIVERSITY BY REGION (PERMANENT EMPLOYEES)									
	AGE <30	AGE 30-50	AGE >50	AGE <30	AGE 30-50	AGE >50	AGE <30	AGE 30-50	AGE >50
Europe, Africa and Middle East	1,193	5,075	2,906	1,206	4,824	2,918	1,170	4,751	2,635
Greater Asia	756	2,712	642	1,008	3,149	685	1,012	3,013	705
Latin America	607	1,885	464	686	2,024	513	718	2,102	515
North America	775	2,617	1,826	856	2,704	1,857	761	2,477	1,586
Total	3,331	12,289	5,838	3,756	12,701	5,973	3,661	12,343	5,441
AGE DIVERSITY BY EMPLOYEE CATEGORY (PERMANENT EMPLOYEES)									
Executive management	0	3	8	0	3	10	0	2	8
Upper management	0	27	53	0	25	53	0	24	45
Middle management	0	739	757	0	797	792	3	764	773
Junior management	624	5,040	1,984	744	5,091	1,916	782	5,186	1,772
Operational	2,707	6,480	3,036	3,012	6,785	3,202	2,876	6,367	2,843
Total	3,331	12,289	5,838	3,756	12,701	5,973	3,661	12,343	5,441

WORKFORCE DATA

continued

	ASIAN*			BLACK OR AFRICAN AMERICAN			HISPANIC OR LATINO			NATIVE AMERICAN OR ALASKAN		
ETHNIC DIVERSITY BY EMPLOYEE CATEGORY (PERMANENT EMPLOYEES, US ONLY)												
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Executive management	-	-	0	1	-	0	-	2	2	-	-	0
Upper management	5	5	4	-	-	0	5	2	2	-	-	0
Middle management	76	89	85	13	18	16	39	38	32	1	1	0
Junior management	243	256	251	89	96	88	107	113	121	3	4	3
Operational	183	187	193	461	418	380	313	313	279	46	48	67
Total	507	537	533	564	532	484	464	468	436	50	53	70

* Includes Native Hawaiian or Pacific Islander

	NORTH AFRICAN / MIDDLE EASTERN			TWO OR MORE RACES			WHITE			NOT SPECIFIED		
ETHNIC DIVERSITY BY EMPLOYEE CATEGORY (PERMANENT EMPLOYEES, US ONLY)												
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Executive management	1	-	-	-	-	0	8	9	5	-	2	2
Upper management	-	-	-	-	1	1	29	34	29	-	2	2
Middle management	3	-	-	9	8	8	386	397	344	-	17	16
Junior management	2	-	-	22	30	34	1,291	1,339	1,207	3	69	61
Operational	3	-	-	46	54	58	1,769	1,632	1,340	13	220	178
Total	9	-	-	77	93	101	3,483	3,411	2,925	16	310	259

WORKFORCE DATA

continued

	2023					2024						2025					
NEW EMPLOYEE HIRES BY REGION, AGE AND GENDER (PERMANENT EMPLOYEES)																	
	AGE <30	AGE 30-50	AGE >50	MALE	FEMALE	AGE <30	AGE 30-50	AGE >50	MALE	FEMALE	NOT DECLARED	AGE <30	AGE 30-50	AGE >50	MALE	FEMALE	NOT DECLARED
Europe, Africa and Middle East	350	397	54	422	379	405	430	86	433	402	86	333	379	61	336	326	111
Greater Asia	159	161	12	184	148	403	356	18	399	331	47	395	398	21	438	351	25
Latin America	229	226	18	291	182	249	288	29	307	233	26	278	294	16	338	226	24
North America	214	303	79	373	223	310	390	114	511	295	8	271	341	94	453	249	4
Total	952	1,087	163	1,270	932	1,367	1,464	247	1,650	1,261	167	1,277	1,412	192	1,565	1,152	164
TOTAL EMPLOYEE TURNOVER BY REGION, AGE AND GENDER (PERMANENT EMPLOYEES)																	
Europe, Africa and Middle East	402	1,137	693	1,417	815	203	469	298	556	400	14	316	761	608	1,110	534	41
Greater Asia	196	473	220	608	281	123	229	74	242	181	3	171	315	101	317	253	17
Latin America	378	537	146	732	329	140	220	59	262	150	7	168	297	64	327	188	14
North America	200	525	428	789	364	159	351	229	467	272	0	238	612	466	926	387	3
Total	1,176	2,672	1,487	3,546	1,789	625	1,269	660	1,527	1,003	24	893	1,985	1,239	2,680	1,362	75
TOTAL EMPLOYEE TURNOVER RATE BY REGION, AGE AND GENDER (PERMANENT EMPLOYEES)																	
Europe, Africa and Middle East	30%	21%	23%	24%	21%	17.3%	9.7%	10.3%	10.4%	11.4%	30.4%	26.7%	15.8%	21.9%	21.7%	15.0%	47.7%
Greater Asia	23%	17%	21%	22%	18%	13.5%	7.5%	11.0%	8.5%	10.2%	12.8%	17.0%	10.2%	14.6%	10.8%	13.8%	79.1%
Latin America	51%	27%	29%	35%	29%	21.6%	11.3%	12.2%	13.5%	13.2%	53.8%	24.1%	14.4%	12.5%	16.1%	15.4%	73.7%
North America	24%	20%	23%	22%	19%	19.5%	13.2%	12.4%	13.5%	14.7%	0.0%	29.4%	23.6%	27.2%	28.1%	21.3%	28.6%
Total	31%	21%	24%	24%	21%	17.6%	10.2%	11.2%	11.2%	12.2%	27.1%	24.2%	15.8%	21.8%	20.1%	16.1%	54.7%

Notes:

New hire rate is based on the number of new hires divided by the total global, permanent headcount in that category at year-end 2025.

Turnover rate is based on the total turnover headcount divided by the total headcount in that category at year-end 2025.

Turnover information is inclusive of departures related to synergies in IFF's recent mergers and acquisitions. Historical averages of IFF's turnover with no impact of acquisition synergies are materially lower.

IFF does not utilize a significant number of part-time, self-employed or seasonal workers in our workforce.

GOVERNANCE & SAFETY DATA

	UNIT	2023	2024	2025
GOVERNANCE				
Total members of the Board of Directors	Number	11	11	13
Independent Board members	Number	10	10	12
Female members of the Board	Percentage	27%	36%	31%
Racially diverse members of the Board	Percentage	36%	36%	15%
Members of the Board who are non-US citizens	Percentage	9%	9%	8%
Board members in the 50-and-above age group	Percentage	91%	91%	92%
Political contributions	USD	0	0	0

	UNIT	2023	2024	2025
HEALTH & SAFETY				
Workforce fatalities	#	0	0	0
Lost time incident rate*	Per 100 employees and supervised contractors	0.08	0.13	0.08
Total recordable incident rate*	Per 100 employees and supervised contractors	0.40	0.38	0.30

* IFF calculates LTIR and TRIR by estimating hours worked based on the Global HR monthly headcount figures and an assumption of a 40-hour work week, 50 weeks worked per year. For 2025, overtime hours were added to the hours worked calculation when they were available. Rates are presented per 200,000 hours worked. An injury or illness is classified as a Lost Time Injury (LTI) when the employee is unable to work for one or more days after the injury. For better local alignment with OSHA, differences in the prescription of medical leave are considered. The determination is decided by the medical lead or nurse in collaboration with the regional safety lead.

GRI Content Index

Our 2025 Sustainability Report was prepared in accordance with the Global Reporting Initiative (GRI) Standards for the period January 1, 2025–December 31, 2025.

We apply the 2021 version of the GRI 2: General Disclosures and GRI 3: Material Topics. We apply the 2024 version of the GRI Standards for GRI 101; 2018 version of the GRI Standards for GRI 303 and GRI 403; 2020 version of the GRI Standards for GRI 306; and 2016 version of the GRI Standards for all other disclosures in this index. The yearly labels in the GRI Content Index refer to the respective GRI Standards issue dates, not the date of information presented in the report. Omissions are provided in the “Cross-Reference or Answer” column.

GRI 2: GENERAL DISCLOSURES 2021

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
THE ORGANIZATION AND ITS REPORTING PRACTICES		
2-1	Organizational details	Introduction (IFF At a Glance, page 7) General Disclosures (Strategy, page 28) 2025 Form 10K (Business, pages 3–10; Properties, page 23) Locations
2-2	Entities included in the organization’s sustainability reporting	General Disclosures (Basis for Preparation—Reporting scope, page 24)
2-3	Reporting period, frequency and contact point	General Disclosures (Basis for Preparation, page 24) Contact Us, page 114 IFF reports on the Company’s ESG performance annually. IFF’s 2025 Sustainability Report publication date: June 9, 2026.
2-4	Restatements of information	General Disclosures (Basis for Preparation—Changes & reporting adjustments related to prior periods, page 25)
2-5	External assurance	General Disclosures (Basis for Preparation—External review, page 25) Independent Assurance Statement, page 110
ACTIVITIES AND WORKERS		
2-6	Activities, value chain and other business relationships	Introduction (IFF At a Glance, page 7 ; Our Sustainability Approach, page 8) Sustainable Solutions, page 10 General Disclosures (Basis for Preparation, page 24 ; Strategy, page 28) Our Purpose Our Science Global Procurement Insights Locations Responsible Sourcing & Human Rights 2025 Form 10K (Business, pages 3–10)

GRI 2: GENERAL DISCLOSURES 2021

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
2-7	Employees	General Disclosures (Own Workforce, page 40) Appendix (Performance Data—Workforce Data, page 71) 2025 Form 10K (Business, pages 3–10) Omission: Due to confidentiality, data on temporary, non-guaranteed hours, full-time and part-time employees is not disclosed. However, IFF does disclose data pertaining to permanent employees' gender, ethnic and age diversity by category.
2-8	Workers who are not employees	Appendix (Performance Data—Workforce Data, page 71) Omission: IFF does not utilize a significant number of part-time, self-employed or seasonal workers in our workforce; therefore, workers who are not employees are not material to the Company.
GOVERNANCE		
2-9	Governance structure and composition	General Disclosures (Governance, page 26) Governance Board of Directors 2026 Proxy Statement (Board Leadership Structure, page 22; Board Committees, pages 23–27)
2-10	Nomination and selection of the highest governance body	Corporate Governance Guidelines Governance & Corporate Responsibility Committee 2026 Proxy Statement (Director Nomination and Evaluation Process, pages 11-12; Governance & Corporate Responsibility Committee, page 26)
2-11	Chair of the highest governance body	Board of Directors 2026 Proxy Statement (Our Board, page 11)
2-12	Role of the highest governance body in overseeing the management of impacts	General Disclosures (Governance, page 26) Audit Committee Human Capital & Compensation Committee Governance & Corporate Responsibility Committee Innovation Committee 2026 Proxy Statement (Our Board, page 11; Board Committees, pages 23-27; Risk Management Oversight, pages 28-30)

GRI 2: GENERAL DISCLOSURES 2021

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
2-13	Delegation of responsibility for managing impacts	General Disclosures (Governance, page 26) 2026 Proxy Statement (Our Board, page 11; Board Committees, pages 23-27; Risk Management Oversight, pages 28-30)
2-14	Role of the highest governance body in sustainability reporting	General Disclosures (Basis for Preparation, page 24 ; Governance, page 26 ; Strategy, page 28) Governance & Corporate Responsibility Committee 2026 Proxy Statement (Governance & Corporate Responsibility Committee, page 26)
2-15	Conflicts of interest	Governance (Business Conduct, page 58) Code of Conduct for the Board of Directors Related Person Transactions Policy 2026 Proxy Statement Information related to material incidents of conflicts of interest would be disclosed to stakeholders in IFF's annual Proxy Statement.
2-16	Communication of critical concerns	2026 Proxy Statement (Shareholder Communications, page 86) Omission: Due to confidentiality, the total number and nature of critical concerns that were communicated to the Board of Directors in 2025 is not disclosed.
2-17	Collective knowledge of highest governance body	General Disclosures (Basis for Preparation, page 24) Board of Directors 2026 Proxy Statement (Director Nominees—Skills, Experience and Tenure, page 12; Nominees for Director, pages 15-19) Omission: Due to unavailable information, details regarding measures to advance the collective knowledge, skills and experience of the Board on sustainable development beyond the provided references noted above are not disclosed.
2-18	Evaluation for the performance of the highest governance body	Corporate Governance Guidelines (page 8) 2026 Proxy Statement (Director Nominees—Skills, Experience and Tenure, page 12; Nominees for Director, pages 15-19)
2-19	Remuneration policies	Corporate Governance Guidelines (page 8) Human Capital & Compensation Committee 2026 Proxy Statement (Compensation Discussion & Analysis, pages 42-58)

GRI 2: GENERAL DISCLOSURES 2021

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
2-20	Process to determine remuneration	Corporate Governance Guidelines (page 8) Human Capital & Compensation Committee 2026 Proxy Statement (Director Compensation Program, pages 34-36; Compensation Discussion & Analysis, pages 42-58)
2-21	Annual total compensation ratio	2026 Proxy Statement (Pay Ratio, page 76) Omission: Due to unavailable information, the ratio of the annual total compensation for the organization's highest paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) is not disclosed.
STRATEGY, POLICIES AND PRACTICES		
2-22	Statement on sustainable development strategy	Message from our CEO, page 4
2-23	Policy commitments	Social (Own Workforce—Policies, page 40 ; Workers in the Value Chain—Policies, page 49 ; Affected Communities—Policies, page 55) Governance (Business Conduct—Policies, page 58) Code of Conduct Anti-Bribery Policy Global Human Rights Policy Human Rights & Modern Slavery Report Global Environment, Health and Safety Policy Responsible Sourcing Policy Vendor Code of Conduct

GRI 2: GENERAL DISCLOSURES 2021

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
2-24	Embedding policy commitments	<p>Social (Own Workforce—Policies, page 40; Workers in the Value Chain—Policies, page 49; Affected Communities—Policies, page 55)</p> <p>Governance (Business Conduct—Policies, page 58)</p> <p>Code of Conduct</p> <p>Anti-Bribery Policy</p> <p>Global Human Rights Policy</p> <p>Human Rights & Modern Slavery Report</p> <p>Global Environment, Health and Safety Policy</p> <p>Responsible Sourcing Policy</p> <p>Vendor Code of Conduct</p> <p>Omission: Due to unavailable information, information regarding training related to the implementation of all policy commitments is not disclosed. However, information related to training of certain policy commitments, including our Code of Conduct, is disclosed per the references noted above.</p>
2-25	Processes to remediate negative impacts	<p>Social (Own Workforce—Policies, page 40; Workers in the Value Chain—Policies, page 49; Affected Communities—Policies, page 55)</p> <p>Governance (Business Conduct—Policies, page 58)</p> <p>2026 Proxy Statement (Risk Management Oversight, pages 28-30)</p>
2-26	Mechanisms for seeking advice and raising concerns	<p>Governance (Business Conduct—SpeakUp: Reporting Concerns, page 60)</p> <p>Code of Conduct (We Speak Up, pages 10-13)</p> <p>SpeakUp: Reporting Concerns & Non-Retaliation Policy</p> <p>SpeakUp: Website Privacy Notice</p> <p>SpeakUp Hotline</p>
2-27	Compliance with laws and regulations	<p>Governance (Business Conduct, page 58)</p> <p>2025 Form 10K</p> <p>If applicable, IFF would report significant instances of noncompliance in the Company's annual Form 10K.</p>
2-28	Membership associations	<p>General Disclosures (Strategy, page 28)</p> <p>Social (Workers in the Value Chain—Collaboration and partnerships, page 52; Supplier engagement, page 53)</p> <p>Appendix (Membership Associations, page 64)</p>

GRI 2: GENERAL DISCLOSURES 2021

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
STAKEHOLDER ENGAGEMENT		
2-29	Approach to stakeholder engagement	General Disclosures (Strategy, page 28) Social (Workers in the Value Chain—Collaboration and partnerships, page 52 ; Supplier engagement, page 53)
2-30	Collective bargaining agreements	Appendix (Performance Data—Workforce Data, page 71) Code of Conduct (We Respect Human Rights and Fair Labor, page 17) IFF fully respects the rights of our employees to freely associate and bargain collectively in a legal, ethical and safe way. For employees not covered by collective bargaining agreements, IFF does not determine their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organizations.

DISCLOSURES ON MATERIAL TOPICS

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)	
GRI 3: Material Topics 2021	3-1	Process to determine material topics	General Disclosures (Strategy—Materiality Assessment Process, page 29)
	3-2	List of material topics	General Disclosures (Strategy—Materiality Assessment Process, page 29)

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)	
ECONOMIC			
ECONOMIC PERFORMANCE IFF-IRO Material Topic(s): CLIMATE CHANGE MITIGATION; CLIMATE CHANGE ADAPTATION; WORKING CONDITIONS (OWN WORKFORCE)			
GRI 3: Material Topics 2021	3-3	Management of material topics	Environment (Climate Change, page 31) Social (Own Workforce—Talent management, page 41) Appendix (TCFD Index, page 108) 2025 Form 10K 2026 Proxy Statement 2025 CDP Corporate Response (2024 data)

MATERIAL TOPICS

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change Environment (Climate Change, page 31) Appendix (TCFD Index, page 108) 2025 Form 10K (Risk Factors, pages 11 and 13) 2025 CDP Corporate Response (2024 data)
	201-3	Defined benefit plan obligations and other retirement plans Social (Own Workforce—Talent management, page 42) 2025 Form 10K (Pension and Other Postretirement Obligations, page 40; Employee Benefits, pages 79-86) Omission: Due to confidentiality, metrics related to employee retirement plans, including level of participation and percentage of salary contributed to retirement plans by employees or IFF, are not disclosed. General information on retirement plans is included in the references provided.
INDIRECT ECONOMIC IMPACTS IFF–IRO Material Topic(s): COMMUNITIES' ECONOMIC AND CULTURAL RIGHTS		
GRI 3: Material Topics 2021	3-3	Management of material topics Sustainable Solutions (Conscious Sourcing, page 11 ; Partnerships of Impact, page 20) General Disclosures (Strategy, page 28) Environment (Biodiversity and Ecosystems, page 35) Social (Affected Communities, page 55) Responsible Sourcing & Human Rights Responsible Sourcing Policy
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported Sustainable Solutions (Conscious Sourcing, page 11 ; Partnerships of Impact, page 20) General Disclosures (Strategy, page 28) Environment (Biodiversity and Ecosystems, page 35) Social (Affected Communities, page 55) Responsible Sourcing & Human Rights Responsible Sourcing Policy Omission: Due to confidentiality, IFF does not disclose information on the type of all infrastructure and services investments.

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
ANTI-CORRUPTION IFF-IRO Material Topic(s): CORPORATE CULTURE		
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance (Business Conduct, page 58) Code of Conduct Anti-Bribery Policy 2025 Form 10K (Risk Factors, pages 15 and 19)
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Governance (Business Conduct—Business Ethics, page 58) Code of Conduct Anti-Bribery Policy Omission: Due to confidentiality, the number and percentage of employees and governance body members who have received training broken down by employee category and region are not disclosed. However, IFF does disclose that the company had a 100% completion rate on annual business ethics training.
IFF Specific Topic: CORPORATE CULTURE		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social (Own Workforce, page 40) Governance (Business Conduct, page 58) Code of Conduct Anti-Bribery Policy Global Human Rights Policy Human Rights & Modern Slavery Report Global Environment, Health and Safety Policy Responsible Sourcing Policy Vendor Code of Conduct

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
N/A	Policies and procedures to foster corporate culture	Social (Own Workforce, page 40) Governance (Business Conduct, page 58) Code of Conduct Anti-Bribery Policy Global Human Rights Policy Human Rights & Modern Slavery Report Global Environment, Health and Safety Policy Responsible Sourcing Policy Vendor Code of Conduct
ENVIRONMENTAL		
MATERIALS IFF-IRO Material Topic(s): INNOVATION & SUSTAINABLE PRODUCT SOLUTIONS; RESOURCE INFLOWS, INCLUDING RESOURCE USE		
GRI 3: Material Topics 2021	3-3	Management of material topics Sustainable Solutions (Conscious Sourcing, page 11 ; Intentional Innovation, page 14) Environment (Resource Use and Circular Innovation, page 38) Responsible Sourcing Policy Global Environmental Sustainability Policy
GRI 301: Materials 2016	301-1	Materials used by weight or volume Sustainable Solutions (Conscious Sourcing, page 11 ; Intentional Innovation, page 14) Environment (Resource Use and Circular Innovation, page 38) Omission: Due to unavailable information, aggregated data for total weight or volume of materials used is not disclosed. IFF will evaluate opportunities to measure and disclose this information in the future.
	301-2	Recycled input materials used Sustainable Solutions (Conscious Sourcing, page 11 ; Intentional Innovation, page 14) Environment (Resource Use and Circular Innovation, page 38) Responsible Sourcing Policy Omission: Due to unavailable information, the aggregated percentage of recycled input materials used is not disclosed. IFF will evaluate opportunities to disclose this information in the future.

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
ENERGY IFF-IRO Material Topic(s): ENERGY		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Solutions (Conscious Sourcing, page 11 ; Intentional Innovation, page 14 ; Operating for the Future, page 17) General Disclosures (Basis for Preparation, page 24) Environment (Climate Change, page 31) GHGs & Energy Footprint Global Environmental Sustainability Policy 2025 CDP Corporate Response (2024 data)
GRI 302: Energy 2016	302-1 Energy consumption within the organization	General Disclosures (Basis for Preparation, page 24) Environment (Climate Change, page 32) Appendix (Performance Data—Environmental Data, page 67) Independent Assurance Report, page 110
	302-2 Energy consumption outside the organization	IFF calculates energy consumption outside of the organization as part of the Company's Scope 3 GHG emissions disclosures. General Disclosures (Basis for Preparation, page 24) Environment (Climate Change, page 33) Appendix (Performance Data—Environmental Data, page 67)
	302-3 Energy intensity	General Disclosures (Basis for Preparation, page 24) Appendix (Performance Data—Environmental Data, page 67)
	302-4 Reduction of energy consumption	IFF calculates energy reductions as part of the Company's GHG emissions reduction calculations. Environment (Climate Change, page 32) Appendix (Performance Data—Environmental Data, page 67)
WATER AND EFFLUENTS IFF-IRO Material Topic(s): WATER		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Solutions (Intentional Innovation, page 14 ; Operating for the Future, page 17) Environment (Water and Marine Resources, page 34) Water & Waste Global Environmental Sustainability Policy 2025 CDP Corporate Response (2024 data)

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environment (Water and Marine Resources, page 34) Water & Waste Global Environmental Sustainability Policy 2025 CDP Corporate Response (2024 data)
	303-2 Management of water discharge-related impacts	Environment (Water and Marine Resources, page 34) Water & Waste Global Environmental Sustainability Policy 2025 CDP Corporate Response (2024 data) Omission: Due to confidentiality, information on internal water quality standards is not disclosed. Compliance with water quality standards is based on local regulations.
	303-3 Water withdrawal	General Disclosures (Basis for Preparation, page 24) Environment (Water and Marine Resources, page 34) Appendix (Performance Data—Environmental Data, page 68) Independent Assurance Report, page 110 Omission: IFF does not currently split out freshwater and other water sources per GRI definitions (i. Freshwater [$\leq 1,000$ mg/L Total Dissolved Solids]; ii. Other water [$> 1,000$ mg/L Total Dissolved Solids]).
	303-4 Water discharge	General Disclosures (Basis for Preparation, page 24) Appendix (Performance Data—Environmental Data, page 68) Independent Assurance Report, page 110 Omission: Due to unavailable information, a breakdown of water discharge to areas with water stress by source types is not disclosed. However, IFF does report on total water discharge to areas with water stress. Additionally, IFF does not currently split out freshwater and other water sources per GRI definitions (i. Freshwater [$\leq 1,000$ mg/L Total Dissolved Solids]; ii. Other water [$> 1,000$ mg/L Total Dissolved Solids]).
	303-5 Water consumption	General Disclosures (Basis for Preparation, page 24) Appendix (Performance Data—Environmental Data, page 69) Independent Assurance Report, page 110

MATERIAL TOPICS

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DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
BIODIVERSITY	IFF-IRO Material Topic(s): IMPACTS ON THE EXTENT AND CONDITION OF ECOSYSTEMS; IMPACTS AND DEPENDENCIES ON ECOSYSTEM SERVICES	
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Solutions (Conscious Sourcing, page 11 ; Partnerships of Impact, page 20) Environment (Biodiversity and Ecosystems, page 35) Responsible Sourcing & Human Rights Global Environmental Sustainability Policy Responsible Sourcing Policy Sustainable Palm Oil Policy Sustainable Soy Policy 2025 CDP Corporate Response (2024 data)
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Environment (Biodiversity and Ecosystems—Policies, page 35) Responsible Sourcing & Human Rights Global Environmental Sustainability Policy Responsible Sourcing Policy Sustainable Palm Oil Policy Sustainable Soy Policy 2025 CDP Corporate Response (2024 data)
	101-2 Management of biodiversity impacts	Sustainable Solutions (Conscious Sourcing, page 11 ; Partnerships of Impact, page 20) Environment (Biodiversity and Ecosystems, page 35) Responsible Sourcing & Human Rights Global Environmental Sustainability Policy Responsible Sourcing Policy Sustainable Palm Oil Policy Sustainable Soy Policy 2025 CDP Corporate Response (2024 data) Omission: Due to unavailable information, details on sites with the most significant impacts on biodiversity, including the location and size of site, and specific actions to offset residual negative impacts on biodiversity are not disclosed. IFF will evaluate opportunities to collect and disclose this information in the future.

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 101: Biodiversity 2024 (continued)	101-4	Identification of biodiversity impacts	Sustainable Solutions (Conscious Sourcing, page 11 ; Partnerships of Impact, page 20) Environment (Biodiversity and Ecosystems, page 35)
	101-5	Locations with biodiversity impacts	Sustainable Solutions (Conscious Sourcing, page 11 ; Partnerships of Impact, page 20) Environment (Biodiversity and Ecosystems, page 35) Omission: Due to unavailable information, details on the location and size of sites with the most significant impacts on biodiversity and details on countries or jurisdictions where the activities associated with IFF's products and services take place in the company's supply chain are not disclosed. IFF will evaluate opportunities to collect and disclose this information in the future.
EMISSIONS IFF-IRO Material Topic(s): CLIMATE CHANGE MITIGATION; ENERGY			
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainable Solutions (Conscious Sourcing, page 11 ; Intentional Innovation, page 14 ; Operating for the Future, page 17) General Disclosures (Basis for Preparation, page 24) Environment (Climate Change, page 31) GHGs & Energy Footprint Global Environmental Sustainability Policy 2025 CDP Corporate Response (2024 data)

MATERIAL TOPICS

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DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	General Disclosures (Basis for Preparation, page 24) Environment (Climate Change, page 32) Appendix (Performance Data—Environmental Data, page 65) Independent Assurance Report, page 110
	305-2	Energy indirect (Scope 2) GHG emissions	General Disclosures (Basis for Preparation, page 24) Environment (Climate Change, page 32) Appendix (Performance Data—Environmental Data, page 65) Independent Assurance Report, page 110
	305-3	Other indirect (Scope 3) GHG emissions	General Disclosures (Basis for Preparation, page 24) Environment (Climate Change, page 33) Appendix (Performance Data—Environmental Data, page 66) Independent Assurance Report, page 110
	305-4	GHG emissions intensity	Appendix (Performance Data—Environmental Data, page 65)
	305-5	Reduction of GHG emissions	Environment (Climate Change, page 33) Appendix (Performance Data—Environmental Data, page 65)
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	General Disclosures (Basis for Preparation, page 24) Appendix (Performance Data—Environmental Data, page 66) Independent Assurance Report, page 110

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
WASTE IFF-IRO Material Topic(s): RESOURCE OUTFLOWS RELATED TO PRODUCTS AND SERVICES		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Solutions (Conscious Sourcing, page 11 ; Intentional Innovation, page 14 ; Operating for the Future, page 17) Environment (Resource Use and Circular Economy, page 38) Water & Waste Upcycled Beauty Global Environmental Sustainability Policy
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainable Solutions (Conscious Sourcing, page 11 ; Intentional Innovation, page 14 ; Operating for the Future, page 17) Environment (Resource Use and Circular Economy, page 38) Water & Waste Upcycled Beauty Global Environmental Sustainability Policy
	306-2 Management of significant waste-related impacts	Sustainable Solutions (Conscious Sourcing, page 11 ; Intentional Innovation, page 14 ; Operating for the Future, page 17) Environment (Resource Use and Circular Economy, page 38) Water & Waste Upcycled Beauty Global Environmental Sustainability Policy
	306-3 Waste generated	Appendix (Performance Data—Environmental Data, page 69) Independent Assurance Report, page 110
	306-4 Waste diverted from disposal	Appendix (Performance Data—Environmental Data, page 69) Independent Assurance Report, page 110 Omission: Due to unavailable information, the location (i.e., on-site or off-site) of waste diverted from disposal is not available, except as it relates to incineration.
	306-5 Waste directed to disposal	Appendix (Performance Data—Environmental Data, page 69) Independent Assurance Report, page 110 Omission: Due to unavailable information, the location (i.e., on-site or off-site) of waste diverted from disposal is not available, except as it relates to incineration.

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
SUPPLIER ENVIRONMENTAL ASSESSMENT IFF-IRO Material Topic(s): MANAGEMENT OF RELATIONSHIP WITH SUPPLIERS INCLUDING PAYMENT PRACTICES; IMPACTS ON THE EXTENT AND CONDITION OF ECOSYSTEMS; IMPACTS AND DEPENDENCIES ON ECOSYSTEM SERVICES		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Solutions (Conscious Sourcing, page 11) General Disclosures (Governance—Statements on Due Diligence, page 27) Environment (Biodiversity and Ecosystems, page 35) Social (Workers in the Value Chain, page 49) Governance (Business Conduct, page 58) Responsible Sourcing & Human Rights Responsible Sourcing Policy Sustainable Palm Oil Policy Sustainable Soy Policy Vendor Code of Conduct Global Environment, Health & Safety Policy
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Environment (Biodiversity and Ecosystems, page 35) Social (Workers in the Value Chain, page 49) Omission: IFF's risk assessment process does not solely cover new suppliers, as the Company believes it is important to continuously monitor our supplier chain, including our existing suppliers. Therefore, IFF discloses data on a combined basis, with priority assessments of our business-critical suppliers.
	308-2 Negative environmental impacts in the supply chain and actions taken	Environment (Biodiversity and Ecosystems, page 35) Social (Workers in the Value Chain, page 49) Omission: Due to unavailable information, specific metrics for negative environmental impacts in the supply chain and actions taken are not disclosed. IFF will evaluate opportunities to disclose this information in the future.

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
IFF-IRO Material Topic(s): SUBSTANCES OF VERY HIGH CONCERN		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social (Consumers and End Users, page 56) Water & Waste Global Quality Policy Global Environment, Health & Safety Policy Global Environmental Sustainability Policy Statement on Biotechnology
N/A	Identifying and managing hazardous substances	Social (Consumers and End Users, page 56) Water & Waste Global Quality Policy Global Environment, Health & Safety Policy Global Environmental Sustainability Policy Statement on Biotechnology
SOCIAL		
EMPLOYMENT IFF-IRO Material Topic(s): WORKING CONDITIONS (OWN WORKFORCE); EQUAL TREATMENT AND OPPORTUNITIES FOR ALL (OWN WORKFORCE)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social (Own Workforce, page 40) Culture & Inclusion Careers Code of Conduct Global Equity Policy Global Human Rights Policy

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Appendix (Performance Data—Workforce Data, page 71)
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social (Own Workforce—Policies, page 40 ; Own Workforce—Talent Management, page 42) Please note, IFF does not utilize a significant number of part-time, self-employed or seasonal workers in our workforce. Omission: Due to confidentiality, details on benefits by locations of operation are not disclosed. Information related to the number of employees outside the US who were entitled to and took parental leave (including those who returned to work and retention rates) is not available.
	401-3	Parental leave	Social (Own Workforce—Policies, page 40 ; Own Workforce—Talent Management, page 42) In 2025, 4,776 employees in the United States were eligible for parental leave (1,727 women, 3,038 men, and 11 individuals who chose not to disclose their gender). Of these eligible employees, 251 employees (84 women and 167 men) utilized the parental leave benefit. Omission: Due to unavailable information related to the number of employees outside the US who were entitled to and took parental leave (including those who returned to work and retention rates) is not available. IFF is evaluating opportunities to provide this information in the future. Due to confidentiality, the breakdown of all disclosed parental leave metrics by gender is not reported. Additionally, the total number of employees who returned to work after parental leave ended and who were still employed 12 months after their return to work, by gender, is not yet available, as those individuals who began their leave at the end of the reporting period were still on leave as of December 31, 2025.
LABOR/MANAGEMENT RELATIONS IFF-IRO Material Topic(s): WORKING CONDITIONS (OWN WORKFORCE); WORKING CONDITIONS (VALUE CHAIN)			
GRI 3: Material Topics 2021	3-3	Management of material topics	Social (Own Workforce, page 40) Code of Conduct Global Human Rights Policy Human Rights & Modern Slavery Report
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	We comply with notice periods (as defined by collective bargaining agreements in place or by local laws or regulations) prior to the implementation of any changes that could potentially involve our employees. In each case, we follow the appropriate channels of communication to ensure that our employees and their elected representatives or union/works councils are informed and consulted when required. Minimum notice periods regarding operational changes range from no notice to seven months.
OCCUPATIONAL HEALTH AND SAFETY IFF-IRO Material Topic(s): WORKING CONDITIONS (OWN WORKFORCE); WORKING CONDITIONS (VALUE CHAIN)			

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 3: Material Topics 2021	3-3 Management of material topics	Social (Health and Safety, page 46) 2025 Form 10K (Business, page 8) Code of Conduct Global Environment, Health and Safety Policy
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Social (Health and Safety, page 46) Global Environment, Health and Safety Policy
	403-2 Hazard identification, risk assessment and incident investigation	Social (Health and Safety, page 46) Global Environment, Health and Safety Policy
	403-3 Occupational health services	Social (Health and Safety, page 46 ; Own Workforce—Talent management, page 42) Omission: Due to unavailable information, details on all occupational health services provided by IFF are not disclosed. However, IFF discloses information on wellness programs and discusses topics, including ergonomics, with employees.
	403-4 Worker participation, consultation and communication on occupational health and safety	Social (Health and Safety, page 47)
	403-5 Worker training on occupational health and safety	Social (Health and Safety, page 47)
	403-6 Promotion of worker health	Social (Health and Safety, page 46 ; Own Workforce—Talent management, page 42)
	403-8 Workers covered by an occupational health and safety management system	Social (Health and Safety, page 46)
	403-9 Work-related injuries	Social (Health and Safety, page 47) Appendix (Performance Data—Governance & Safety Data, page 76) Independent Assurance Report, page 110 The safety data for recordable or total recordable and lost-time incidents submitted by our facilities is subject to global third-party verification. IFF considers lost-time incidents as high-consequence injuries. Omission: Due to OSHA-aligned reporting requirements, individual data for contractors is not available. IFF's current data-management processes (aligned with OSHA reporting) combine employee and contractor safety data.

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
TRAINING AND EDUCATION IFF-IRO Material Topic(s): EQUAL TREATMENT AND OPPORTUNITIES FOR ALL (OWN WORKFORCE)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social (Own Workforce, page 40) Culture & Inclusion Careers
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social (Own Workforce—Learning and Development, page 43)
	404-2 Programs for upgrading employee skills and transition assistance programs	Social (Own Workforce—Learning and Development, page 43)
	404-3 Percentage of employees receiving regular performance and career development reviews	Social (Own Workforce—Talent Management, page 41)
DIVERSITY AND EQUAL OPPORTUNITY IFF-IRO Material Topic(s): EQUAL TREATMENT AND OPPORTUNITIES FOR ALL (OWN WORKFORCE); WORKING CONDITIONS (OWN WORKFORCE)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social (Own Workforce, page 40) 2026 Proxy Statement (Director Candidate Evaluation and Nomination, pages 11-12) Culture & Inclusion Careers Global Equity Policy Global Human Rights Policy
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social (Own Workforce—Talent Management, page 42) Appendix (Workforce Data, page 72 ; Governance & Safety Data, page 76) 2026 Proxy Statement (Director Candidate Evaluation and Nomination, pages 11-12)
	405-2 Ratio of basic salary and remuneration of women to men	Social (Own Workforce—Talent management, page 42) Omission: Due to confidentiality, the ratio of the basic salary and remuneration of women to men for each employee category by significant location of operation is not disclosed.

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
NON-DISCRIMINATION IFF-IRO Material Topic(s): EQUAL TREATMENT AND OPPORTUNITIES FOR ALL (OWN WORKFORCE)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social (Own Workforce, page 40) Governance (Business Conduct, page 58) Culture & Inclusion Code of Conduct Global Equity Policy Global Human Rights Policy
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Social (Own Workforce, page 40) Governance (Business Conduct, page 58) 2025 Form 10K Omission: Due to confidentiality and privacy, IFF does not publicly disclose details on claims of alleged discrimination.
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING IFF-IRO Material Topic(s): WORKING CONDITIONS (OWN WORKFORCE); WORKING CONDITIONS (VALUE CHAIN)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social (Workers in the Value Chain, page 49) Governance (Business Conduct, page 58) Responsible Sourcing & Human Rights Code of Conduct Global Human Rights Policy Human Rights & Modern Slavery Report Vendor Code of Conduct

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Social (Workers in the Value Chain, page 49) Governance (Business Conduct, page 58) Responsible Sourcing & Human Rights Code of Conduct Global Human Rights Policy Human Rights & Modern Slavery Report Vendor Code of Conduct 2025 Form 10K IFF fully respects the rights of our employees to freely associate and bargain collectively in a legal, ethical and safe way.
CHILD LABOR IFF-IRO Material Topic(s): OTHER WORK-RELATED RIGHTS (OWN WORKFORCE); OTHER WORK-RELATED RIGHTS (VALUE CHAIN); COMMUNITIES' ECONOMIC AND CULTURAL RIGHTS		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social (Workers in the Value Chain, page 49) Governance (Business Conduct, page 58) Responsible Sourcing & Human Rights Code of Conduct Global Human Rights Policy Human Rights & Modern Slavery Report Responsible Sourcing Policy Vendor Code of Conduct
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Social (Workers in the Value Chain—Human Rights, page 50) 2025 Form 10K

MATERIAL TOPICS

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DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
FORCED OR COMPULSORY LABOR IFF-IRO Material Topic(s): OTHER WORK-RELATED RIGHTS (OWN WORKFORCE); OTHER WORK-RELATED RIGHTS (VALUE CHAIN); COMMUNITIES' ECONOMIC AND CULTURAL RIGHTS		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social (Workers in the Value Chain, page 49) Governance (Business Conduct, page 58) Responsible Sourcing & Human Rights Code of Conduct Global Human Rights Policy Human Rights & Modern Slavery Report Responsible Sourcing Policy Vendor Code of Conduct
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Social (Workers in the Value Chain—Human Rights, page 50) 2025 Form 10K
RIGHTS OF INDIGENOUS PEOPLES IFF-IRO Material Topic(s): RIGHTS OF INDIGENOUS PEOPLES		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environment (Biodiversity and Ecosystems, page 35) Social (Affected Communities, page 55) Global Human Rights Policy Responsible Sourcing & Human Rights Responsible Sourcing Policy Vendor Code of Conduct
411: Rights of indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Social (Affected Communities, page 55) 2025 Form 10K If applicable, IFF would report significant instances of violations in the company's annual Form 10K.

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
LOCAL COMMUNITIES IFF-IRO Material Topic(s): COMMUNITIES' ECONOMIC AND CULTURAL RIGHTS		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Solutions (Conscious Sourcing, page 11) Environment (Biodiversity and Ecosystems, page 35) Social (Workers in the Value Chain—Human Rights, page 50 ; Affected Communities, page 55) Responsible Sourcing & Human Rights Responsible Sourcing Policy
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	Sustainable Solutions (Conscious Sourcing, page 11) Environment (Biodiversity and Ecosystems, page 35) Social (Workers in the Value Chain—Human Rights, page 50 ; Affected Communities, page 55) 2025 Form 10K Omission: Due to confidentiality, specific metrics related to all operations with local community engagement, impact assessments and development programs are not disclosed. In reference to environmental impact assessments and ongoing monitoring, please refer to the Appendix (Performance Data—IFF Facility certifications, page 70).

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DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
SUPPLIER SOCIAL ASSESSMENT IFF-IRO Material Topic(s): MANAGEMENT OF RELATIONSHIP, WITH SUPPLIERS INCLUDING PAYMENT PRACTICES		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>Sustainable Solutions (Conscious Sourcing, page 11)</p> <p>General Disclosures (Governance—Statements on due diligence, page 27)</p> <p>Environment (Biodiversity and Ecosystems, page 35)</p> <p>Social (Workers in the Value Chain, page 49)</p> <p>Governance (Business Conduct, page 58)</p> <p>Global Environment, Health & Safety Policy</p> <p>Responsible Sourcing & Human Rights</p> <p>Responsible Sourcing Policy</p> <p>Sustainable Palm Oil Policy</p> <p>Sustainable Soy Policy</p> <p>Vendor Code of Conduct</p>
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	<p>General Disclosures (Governance—Statements on due diligence, page 27)</p> <p>Environment (Biodiversity and Ecosystems, page 35)</p> <p>Social (Workers in the Value Chain, page 49)</p> <p>Omission: IFF's risk assessment process does not solely cover new suppliers, as the company believes it is important to continuously monitor our supply chain, including our existing suppliers. Therefore, IFF discloses data on a combined basis, with priority assessments of our business-critical suppliers.</p>
	414-2 Negative social impacts in the supply chain and actions taken	<p>General Disclosures (Governance—Statements on due diligence, page 27)</p> <p>Environment (Biodiversity and Ecosystems, page 35)</p> <p>Social (Workers in the Value Chain, page 49)</p> <p>Omission: Due to unavailable information, specific metrics for negative social impacts in the supply chain and actions taken are not disclosed. IFF will evaluate opportunities to disclose this information in the future.</p>

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
CUSTOMER HEALTH AND SAFETY IFF-IRO Material Topic(s): PERSONAL SAFETY OF CONSUMERS AND/OR END USERS		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social (Consumers and End Users, page 56) Global Environment, Health & Safety Policy Global Halal Policy Global Kosher Policy Global Quality Policy Statement on Biotechnology
GRI 416: Customer Health and Safety 2016	416-2 Incidents of noncompliance concerning the health and safety impacts of products and services	Social (Consumers and End Users, page 56) 2025 Form 10K If applicable, IFF would report significant instances of violations in the company's annual Form 10K.
MARKETING AND LABELING IFF-IRO Material Topic(s): PERSONAL SAFETY OF CONSUMERS AND/OR END USERS; SOCIAL INCLUSION OF CONSUMERS AND/OR END USERS		
GRI 3: Material Topics 2021	3-3 Management of material topics	Social (Consumers and End Users, page 56) Governance (Business Conduct, page 58) Animal Testing Policy Animal Testing Statement—Non-Laboratory Animals Global Halal Policy Global Kosher Policy Global Quality Policy
GRI 417: Marketing and Labeling 2016	417-2 Incidents of noncompliance concerning product and service information and labeling	Social (Consumers and End Users, page 56) 2025 Form 10K If applicable, IFF would report significant instances of violations in the company's annual Form 10K.

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
IFF SPECIFIC TOPIC: ANIMAL WELFARE		
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance (Business Conduct, page 58) Animal Testing Policy Animal Testing Statement—Non-Laboratory Animals Global Quality Policy Responsible Sourcing Policy
N/A	Animal welfare practices	Governance (Business Conduct, page 58) Animal Testing Policy Animal Testing Statement—Non-Laboratory Animals Global Quality Policy Responsible Sourcing Policy

SASB Disclosures

We have included the topics and metrics below related to the Resource Transformation sector and the Chemicals industry. We do not claim to fulfill the disclosures for all indicators, but we continue to evaluate opportunities to enhance our responses in future disclosures.

TOPIC	ACCOUNTING METRIC	CODE	CROSS-REFERENCE OR ANSWER
GREENHOUSE GAS EMISSIONS	Gross global Scope 1 emissions and the percentage covered under emissions-limiting regulations	RT-CH-110a.1	Environment (Climate Change, page 32) Appendix (Performance Data—Environmental Data, page 65) Independent Assurance Statement, page 110 In 2025, 11.8% of IFF's Scope 1 emissions were covered under the EU Emissions Trading System (ETS).
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions and emissions reduction targets, and an analysis of performance against those targets	RT-CH-110a.2	Environment (Climate Change, page 31) 2025 CDP Corporate Response (2024 data)
AIR QUALITY	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) volatile organic compounds and (4) hazardous air pollutants (HAPs)	RT-CH-120a.1	Environment (Climate Change, page 31) Appendix (Performance Data—Environmental Data, page 66) Hazardous air pollutants are not material to our operations.
ENERGY MANAGEMENT	(1) Total energy consumed and (2) percentage grid electricity, (3) percentage renewable and (4) total self-generated energy	RT-CH-130a.1	Environment (Climate Change, page 32) Appendix (Performance Data—Environmental Data, page 67) Independent Assurance Statement, page 110 ~27.1% of electricity is from renewable sources; percentage of renewable energy consumed is 11.7% (renewable sources out of total energy consumed, including fuels and purchased steam, etc.)
WATER MANAGEMENT	(1) Total water withdrawn and (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	RT-CH-140a.1	Environment (Water and Marine Resources, page 34) Appendix (Performance Data—Environmental Data, page 68) Independent Assurance Statement, page 110
	Number of incidents of noncompliance associated with water quality permits, standards and regulations	RT-CH-140a.2	IFF had no material incidents of noncompliance concerning water quality permits, standards or regulations in 2025.
	Description of water management risks and discussion of strategies and practices to mitigate those risks	RT-CH-140a.3	Environment (Water and Marine Resources, page 34) 2025 CDP Corporate Response (2024 data)

SASB DISCLOSURES

continued

TOPIC	ACCOUNTING METRIC	CODE	CROSS-REFERENCE OR ANSWER
HAZARDOUS WASTE MANAGEMENT	(1) Amount of hazardous waste generated and (2) percentage recycled	RT-CH-150a.1	Sustainable solutions (Operating for the Future, page 17) Appendix (Performance Data—Environmental Data, page 69) Independent Assurance Statement, page 110
COMMUNITY RELATIONS	Discussion of engagement processes to manage risks and opportunities associated with community interests	RT-CH-210a.1	Sustainable solutions (Conscious Sourcing, page 11) Environment (Biodiversity and Ecosystems, page 35) Social (Workers in the Value Chain, page 49 ; Affected Communities, page 55) Responsible Sourcing & Human Rights Responsible Sourcing Policy
WORKFORCE HEALTH & SAFETY	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	RT-CH-320a.1	Social (Health & Safety, page 47) Appendix (Performance Data—Safety Data, page 76) Independent Assurance Statement, page 110 IFF's data management processes in 2025 were aligned with U.S. Occupational Safety and Health Administration (OSHA) reporting standards, which combines employee and supervised contractor safety data.
	Description of efforts to assess, monitor and reduce exposure of employees and contract workers to long-term (chronic) health risks	RT-CH-320a.2	Social (Own workforce—Talent Management, page 42 ; Health & Safety, page 46) Global Environment, Health & Safety Policy
PRODUCT DESIGN FOR USE-PHASE EFFICIENCY	Revenue from products designed for use-phase resource efficiency	RT-CH-410a.1	Sustainable solutions (Conscious Sourcing, page 11) Sustainable solutions (Partnerships of Impact, page 20) Environment (Resource Use and Circular Economy, page 38) Our Science Our Innovations We have embedded our commitment to circular design across our business. Data on revenue from products designed for use-phase efficiency is not available.

SASB DISCLOSURES

continued

TOPIC	ACCOUNTING METRIC	CODE	CROSS-REFERENCE OR ANSWER
SAFETY & ENVIRONMENTAL STEWARDSHIP OF CHEMICALS	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances and (2) percentage of such products that have undergone a hazard assessment	RT-CH-410b.1	Environment (Resource Use and Circular Economy, page 38) IFF has products that have been classified as GHS Category 1 and 2 Health and Environmental Hazardous Substances. The percentage of products that contain GHS Category 1 and 2 Health and Environmental Hazardous Substances and that undergone a hazard is not available.
	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	RT-CH-410b.2	Sustainable solutions (Intentional Innovation, page 14) Environment (Resource Use and Circular Economy, page 38) Social (Consumers and End Users, page 56) Our Science Our Innovations
GENETICALLY MODIFIED ORGANISMS	Percentage of products by revenue that contain genetically modified organisms (GMOs)	RT-CH-410c.1	Environment (Biodiversity and Ecosystems, page 35) Social (Consumers and End Users, page 56) Statement on Biotechnology
MANAGEMENT OF THE LEGAL & REGULATORY ENVIRONMENT	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	RT-CH-530a.1	General Disclosures (Governance—Public policy due diligence, page 27 ; Strategy—Interests and views of stakeholders, page 28) Environment (Climate change—Policy influence: climate alignment, page 31) 2025 Form 10K (Risk Factors, pages 10-21)
OPERATIONAL SAFETY, EMERGENCY PREPAREDNESS & RESPONSE	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR) and Process Safety Incident Severity Rate (PSISR)	RT-CH-540a.1	Social (Health & Safety, page 48)
	Number of transport incidents	RT-CH-540a.2	Social (Health & Safety, page 46) In 2025, IFF had no significant or reportable transport incidents.
ACTIVITY METRIC		CODE	CROSS-REFERENCE OR ANSWER
PRODUCTION BY REPORTABLE SEGMENT		RT-CH-000.A	IFF At a Glance, page 7 Additional information on our reportable segments can be found in IFF's 2025 Form 10K .

TCFD Index

IFF's Task Force on Climate-related Financial Disclosure (TCFD) Index is aligned with the four sections of the TCFD framework: (1) governance, (2) strategy, (3) risk management and (4) metrics and targets.

DISCLOSURE	CROSS-REFERENCE OR ANSWER
GOVERNANCE	
Disclose the organization's governance around climate-related risks and opportunities.	
Board's oversight of climate-related risks and opportunities	General Disclosures (Governance, page 26) Environment (Climate Change—Materiality and governance, page 31) Governance & Corporate Responsibility Committee 2025 CDP Corporate Response (2024 data) (Questions 4.1.1-4.2, pages 86-88 and 92-93)
Management's role in assessing and managing climate-related risks and opportunities	General Disclosures (Governance, page 26) Environment (Climate Change—Materiality and governance, page 31) 2025 CDP Corporate Response (2024 data) (Questions 4.3-4.3.1, pages 95-97, 102, and 104-105)
STRATEGY	
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	
Climate-related risks and opportunities identified over short-term, medium-term and long-term horizon	Environment (Climate Change, page 33) 2025 CDP Corporate Response (2024 data) (Questions 3.1-3.1.1 and 3.6-3.6.1, pages 53-57, 63-64, 72-76, and 82-83)
Impact on businesses, strategy and financial planning	Environment (Climate Change, page 33) 2025 CDP Corporate Response (2024 data) (Questions 5.3, pages 143-151)
Impact of different scenarios, including a 2°C scenario	Environment (Climate Change, page 33) 2025 CDP Corporate Response (2024 data) (Questions 5.1-5.1.2, pages 123-126, 129-136, and 138-139)

TCFD INDEX

continued

DISCLOSURE	CROSS-REFERENCE OR ANSWER
RISK MANAGEMENT	
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	
Process for identifying and assessing climate-related risks	General Disclosures (Governance—Risk management review and oversight, page 26) Environment (Climate Change, page 33) 2025 CDP Corporate Response (2024 data) (Questions 2.1-2.2.7, pages 23-30 and 42-43)
Processes for managing climate-related risks	Environment (Climate Change, page 33) 2025 CDP Corporate Response (2024 data) (Questions 3.1.1, pages 53-57)
Integration into overall risk management	General Disclosures (Governance—Risk management review and oversight, page 26) Environment (Climate Change, page 33) 2025 CDP Corporate Response (2024 data) (Question 2.2.2, pages 25-30)
METRICS & TARGETS	
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	
Metrics used by the organization to assess climate-related risks and opportunities	General Disclosures (Basis for Preparation, page 24) Environment (Climate Change, page 32) Appendix (Performance Data—Environmental Data, page 65) Independent Assurance Report, page 110
Scope 1, 2 and 3 greenhouse gas emissions	General Disclosures (Basis for Preparation, page 24) Environment (Climate Change—Scope 1 and 2 emissions, page 32 ; Climate Change—Scope 3 emissions, page 33) Appendix (Performance Data—Environmental Data, page 65) Independent Assurance Report, page 110
Targets used and performance against targets	Environment (Climate Change, page 32) Appendix (Performance Data—Environmental Data, page 65)



Independent Assurance Report

ERM Certification & Verification Services Incorporated (“ERM CVS”) was engaged by International Flavors & Fragrances Inc. (“IFF”) to provide limited and reasonable assurance in relation to the Selected Information set out below and presented in the IFF 2025 Do More Good Report (the “Report”).

ENGAGEMENT SUMMARY

Scope of our assurance engagement

Report

Whether the Report presents a complete and balanced presentation of IFF’s sustainability activities and performance in the reporting year in accordance with the reporting criteria.

Performance indicators

Whether the following Selected Information for 2025 are fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report, except where otherwise noted in the Selected Information.

Selected Information	Selected Information		Selected Information			
	Selected Information	Units	Selected Information	Units		
Emissions	Total Scope 1 GHG emissions	Metric Tons CO ₂ e	Water	Total freshwater use as the sum of groundwater, municipal, surface, seawater, process, and rainwater	Megaliters	
	Total Scope 2 GHG emissions (location-based)	Metric Tons CO ₂ e		Total wastewater discharge as a sum of municipal, groundwater, fresh surface water, seawater, and truck/rail	Megaliters	
	Total Scope 2 GHG emissions (market-based)	Metric Tons CO ₂ e		Safety	Total Recordable Incidents per 100 employees	#
	Scope 3 GHG emissions for each of the following categories:	Metric Tons CO ₂ e			Total Lost Time Incidents per 100 employees	#
	• Category 1: Purchased Goods and Services			ISO 14001 certifications	ISO 14001-certified operations	% of production and # of sites*
	• Category 2: Capital Goods				Production	Total production volume
	• Category 3: Fuel- and Energy-Related Activities			RSPO		RSPO-certified palm oil, palm kernel oil, and their derivatives
	• Category 4: Upstream Transportation and Distribution				Product Sustainability	Total avoided GHG emissions for specified product segments
	• Category 5: Waste Generated in Operations			Waste		Ratio of total avoided GHG emissions for specified product segments [metric tons CO ₂ e] by the sum of IFF Total Scope 1 GHG emissions & Scope 2 GHG emissions [metric tons CO ₂ e] – by market-based method
	• Category 6: Business Travel (air travel only)				Energy	New innovations that have a sustainable value proposition that supports people and planet
	Other emissions: VOCs, NO _x , SO _x	Metric Tons				
	Total energy consumption (direct and indirect)	Thousands of MWh				
	Production energy intensity	MWh/metric ton of production				
Direct energy consumption	Thousands of MWh					
Indirect energy consumption	Thousands of MWh					
Total hazardous waste generated	Thousands of Metric Tons					
Total non-hazardous waste generated	Thousand Metric Tons					

* This data reflects large facilities, based on IFF’s classification of facilities as “small”, “medium” or “large” based on production. Criteria as disclosed in Report.

ENGAGEMENT SUMMARY (CONTINUED)

Reporting period 1 January 2025 to 31 December 2025

- Reporting criteria**
- WBCSD/WRI GHG Protocol (2004, as updated January 2015) for the Scope 1 Scope 2 GHG emissions, including GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions)
 - WBCSD/WRI GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard for the Scope 3 GHG emissions
 - GRI Sustainability Reporting Standards (as listed on page 77 of the Report)
 - IFF’s Basis for Preparation on pages 24 – 25 of the report, and additional footnotes in the performance data tables on pages 64-75
 - SASB Chemical sector reporting requirements – or equivalent IFRS® Sustainability Disclosure Standards (General and Industry-based)
 - IFF’s Innovation 4 Sustainability (I4S) basis of reporting and other reporting criteria and definitions, based upon the WBCSD Portfolio Sustainability Assessment (PSA) guidelines (as disclosed in the Report on page 39)
 - IFF’s basis of reporting for avoided emissions and portfolio sustainability and product sustainability criteria (as disclosed in the Report in the footnote on page 18)
 - Estimating and reporting the comparative emissions impacts of products working paper, WRI 2019

Assurance standard and level of assurance We performed a limited and reasonable assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) ‘Assurance Engagements other than Audits or Reviews of Historical Financial Information’.

Reasonable assurance of 2025 data for IFF North American operations only

Selected Information	Units
Emissions	
Total Scope 1 GHG emissions	Metric Tons CO ₂ e
Total Scope 2 GHG emissions (location-based)	Metric Tons CO ₂ e
Total Scope 2 GHG emissions (market-based)	Metric Tons CO ₂ e
Energy	
Total energy consumption	MWh
Direct energy consumption	MWh
Indirect energy consumption	MWh

Limited assurance

All other scopes set out under ‘Selected Information’.

The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Respective responsibilities IFF is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and the maintaining of internal controls relevant to the preparation and presentation of the Report and Selected Information.

ERM CVS’ responsibility is to provide a conclusion to IFF on the agreed assurance scope based on our engagement terms with IFF, the assurance activities performed and exercising our professional judgement.

OUR OPINION – REASONABLE ASSURANCE

In our opinion, the 2025 Total Scope 1, Total Scope 2 (location- and market-based), and Total energy consumption (by direct and indirect) for IFF North American operations presented in the Report are prepared, in all material respects, in accordance with the reporting criteria.

OUR CONCLUSION – LIMITED ASSURANCE

Based on our activities, as described below, nothing has come to our attention to indicate that the Selected Information for 2025 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Report and Selected Information, a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information and Report;
- Evaluating relevant reporting systems and processes (including internal control processes);
- Performing an analysis of the external environment, including a media search, to identify sustainability risks and issues in the reporting period that may be relevant to the assurance scope;
- Reviewing the materiality determination process including the results of stakeholder engagement processes;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing of samples of documentary evidence, including internal and external documents, relating to the assertions made regarding 2025 sustainability performance and activities in the Report;
- Conducting visits to a risk-based selection of four in-person visits (Hazlet, USA; South Brunswick, USA; Memphis, USA; Hanko, Finland), and four virtual visits (Benicarlo, Spain; Lima, Peru; Madison, USA; and Shineway 1&2, China) to IFF facilities to review source data and local reporting systems and controls;
- Conducting additional desk-based review of selected source data for NA facilities
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2025 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, reasonableness of assumptions and consolidation in line with the stated reporting boundary; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.



June 5, 2026
 Malvern, PA
 ERM Certification & Verification Services Incorporated
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THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to IFF in any respect.

Special Note Regarding Forward-looking Statements

Statements in this annual Do More Good report that are not historical facts or information are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements should be evaluated with consideration given to the many risks and uncertainties inherent in the Company’s business that could cause actual results and events to differ materially from those in the forward-looking statements. Certain forward-looking information may be identified by such terms as “expect,” “anticipate,” “believe,” “outlook,” “may,” “estimate,” “should” and “predict” or similar terms or variations thereof. Such forward-looking statements are based on a series of expectations, assumptions, estimates and projections about the Company, are not guarantees of future results or performance, and involve significant risks, uncertainties, and other factors, including assumptions and projections, for all forward periods. Actual results of the Company may differ materially from any future results expressed or implied by such forward-looking statements.

The Company intends its forward-looking statements to speak only as of the time of such statements and does not undertake or plan to update or revise them as more information becomes available or to reflect changes in expectations, assumptions or results.

The Company can give no assurance that such expectations or forward-looking statements will prove to be correct. Any public statements or disclosures by IFF following this report that modify or impact any of the forward-looking statements contained in or accompanying this report will be deemed to modify or supersede such outlook or other forward-looking statements in or accompanying this report.



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WE VALUE YOUR FEEDBACK

We welcome any questions, comments, suggestions
or feedback on our Do More Good Report:
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